

Glasgow City Region City Deal

# Assurance, Governance and Programme Management Framework

Version 2.6  
2022



## VERSION CONTROL

Version	Brief Summary of Change since version 2.5	Owner
2.6	<ul style="list-style-type: none"><li>a) Added reference to Carbon Management and Accounting Guidance at 11.4.6</li><li>b) Added reference to Lessons Learned Reporting requirements at 13.1.6 and 15.1.2</li><li>c) Removed reference to In Work Progression and Working Matters Grant Letter and Passdown Grant Letter as now concluded and included reference to Sustainable Procurement Strategy 2021 in Appendix 2 Key Supporting Governance Docs</li><li>d) Updated Appendix 1 to reflect refreshed membership of key groups, change in meeting frequency of Cabinet, Chief Executives' Group and Regional Partnership and removal of the Gateway 1 Governance Groups.</li><li>e) Changed reference from Glasgow City Council Development and Regeneration Services to Neighbourhood and Regeneration Services</li></ul>	Jane Thompson

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## LIST OF ABBREVIATIONS AND ACRONYMS

BEIS	Department of Business, Enterprise and Industrial Strategy
BRMF	Benefits Realisation Management Framework
CAB	Cabinet
CEG	Chief Executives' Group
DWP	Department for Work and Pensions
EDC	East Dunbartonshire Council
ERC	East Renfrewshire Council
EDG	Economic Delivery Group
FBC	Full Business Case
FFBC	Final Full Business Case
GCC	Glasgow City Council
GCC DRS	Glasgow City Council, Neighbourhood and Regeneration Services
GCR	Glasgow City Region
GVA	Gross Value Added
GCVCD	Glasgow and Clyde Valley City Deal
IC	Inverclyde Council
ICE	Imaging Centre for Excellence
LOG	Lead Officers' Group
NLC	North Lanarkshire Council
OBC	Outline Business Case
PBC	Programme Business Case
PMO	Programme Management Office
RC	Renfrewshire Council
RES	Regional Economic Strategy
SBC	Strategic Business Case
SG	Scottish Government
SLC	South Lanarkshire Council
WDC	West Dunbartonshire Council

## DEFINITIONS

In this Assurance, Governance and Programme Management Framework the following expressions shall have the meanings respectively ascribed to them:

**Annual Conversation** is the attendance by senior representatives of the Glasgow City Region City Deal at the joint government Scottish City Region and Growth Deal Delivery Board to review Programme.

**Annual Implementation Plan** means a plan to support delivery of the Programme Business Case and the workplan for the PMO as set out more fully in Appendix 2.

**Annual Performance Report** means an annual report setting out the previous year's activity as set out more fully in Appendix 2.

**Appendices** means the appendices annexed to this Assurance Framework.

**Approved Projects** means those Projects within the Skills and Employment Programme and Innovation Programme which are approved following the approvals process set out in Appendix 5 and Projects which form part of the Infrastructure Fund which are approved following the approvals process set out in section 12.2.

**Assurance, Governance and Programme Management Framework or Assurance Framework** means this document.

**Benefit Realisation Management Framework** means the document setting out the benefits realisation management arrangements at both the Project and Programme levels as set out more fully in Appendix 2.

**Business Case** means the document which records the current state of evidence and thinking concerning a Project's development, approvals and implementation. It is developed through an iterative process from a Strategic Business Case, an Outline Business Case, a Full Business Case and finishing with a Final Business Case as more fully described at section 12.2.

**Business Case Appraisal Criteria** means the requirements set out in the Business Case Appraisal Template.

**Business Case Guidance** means the document so entitled within the Programme Management Toolkit for the use by Projects when developing their business cases.

**Cabinet** means the Glasgow City Region Cabinet, a Joint Committee established under Section 57 of the Local Government (Scotland) Act 1973, constituted and governed by the Joint Committee Agreement.

**Chief Executives' Group** means the management group described in Appendix 1 of this Assurance Framework and established in terms of Clause 4 of the Joint Committee Agreement.

**City Deal** means the Glasgow City Region City Deal agreed between the Member Authorities and the UK and Scottish Governments.

**City Deal Agreement** means the document setting out the agreement entered into by the UK and Scottish Governments and the Member Authorities in August 2014 described in Appendix 2.

**City Deal Programme** means together the Infrastructure Programme, Innovation Programme and the Skills and Employment Programme.

**City Deal Programme Procurement Strategy** sets out the collaborative approach for procurement for the City Deal Programme as more fully specified at Appendix 2.

**City Deal Project or Project** means an individual Approved Project which falls under the City Deal and which is to be delivered by one of the Member Authorities or a Third Party as more fully specified in this Assurance Framework.

**Commission on Economic Growth** or **Commission** means the body set up to provide economic and evaluation advice to the Cabinet as more fully specified in Appendix 1.

**Communication, Marketing and Stakeholder Engagement Strategy** means the document setting out the arrangements for communicating and engaging with City Deal stakeholders described more fully in Appendix 2.

**Community Benefit Strategy** means the document setting out the approach of the Member Authorities to achieving Community Benefits through the City Deal, as described more fully in Appendix 2.

**Confidential Information** is defined in Clause 13.2 of the Joint Committee Agreement.

**Contribution Rate** means the proportion of any sum payable by each Member Authority of the Cabinet calculated in accordance with Clause 7.2 of the Joint Committee Agreement.

**Contribution Sum** means the sum to be paid by each Member Authority calculated by reference to the Contribution Rate each year to meet each Member Authority's share of the budgeted costs of the Cabinet, including without prejudice to the foregoing generality, employment costs, the cost of support services and the cost of occupying premises.

**Director of Regional Economic Growth** or **Director** means the officer appointed by the Cabinet to head up the PMO and to have overall responsibility for the operational functions of the Cabinet all as more fully set out in this Framework.

**Economic Impact Assessment Guidance** means the document setting out how a Project's estimated economic impacts should be calculated.

**Expression of Interest** means the document which should be submitted to the Programme Management Office outlining proposals for new Projects, should Cabinet issue an invite for such proposals.

**Functions** means the functions undertaken by the Cabinet as set out in the Joint Committee Agreement.

**Gateway Review** or **Gateway** means the formal review process undertaken for UK and Scottish Governments to determine the release of future grant. There will be a series of five-yearly Gateway Reviews commencing in 2019.

**Glasgow City Region** or **Region** means the combined local government areas of the Member Authorities.

**Glasgow City Region Economic Strategy** is the document which sets out the economic ambitions and key targets for the eight City Region Member Authorities.

**Glasgow City Regional Partners** and **Regional Partnership** means the members of, and the group, with responsibility for maximising inclusive economic growth across the Glasgow City Region as more fully described in Appendix 1.

**Infrastructure Fund Grant Offer Letter** is the letter from the Scottish Government to the Chief Executive Officer of the Accountable Body offering the annual City Deal Infrastructure Fund grant award for the coming financial year and the terms and conditions which apply to the offer including those stated under the Tripartite Financial Agreement.

**Green Book** means Her Majesty's Treasury's Green Book 2018 guidance on how to appraise policies, programmes and projects. It also provides guidance on the design and use of monitoring and evaluation before, during and after implementation.

**Gross Value Added (GVA)** is an economic measure of the additional value of goods and services produced in an area, industry or sector of the economy.

**Infrastructure Fund** means the fund (drawing together UK Government, Scottish Government, and local funding streams) that will enable investment in the Region all as more fully specified in the City Deal

Agreement and as may be varied in accordance with the procedures set out in the Joint Committee Agreement and this Assurance Framework from time to time.

**Infrastructure Programme** means the Projects on the Initial Project List which will be funded by the City Deal Infrastructure Fund following the approvals process set out in section 12.2 and new Projects approved following the process set out in Future Infrastructure Fund Programme Assembly Arrangements at section 11.4.

**Initial Project** means a Project on the Initial Project List as set out in Appendix 5.

**Initial Project List** means the initial list of the City Deal Projects agreed by the Member Authorities as part of the development of the City Deal Programme as detailed in section 11.3 and set out in Appendix 5.

**Innovation Programme** means the investment in life sciences and business support in the Glasgow City Region as more fully specified in the City Deal Agreement.

**Joint Committee Agreement** is the document signed by the Member Authorities agreeing to the formation of the Cabinet. It sets out the functions of the Cabinet as set out more fully in Appendix 2.

**Key Supporting Governance Documents** are the detailed operational documents which underpin and support the delivery of the principles set out within this Assurance Framework as more fully outlined in Appendix 2.

**Accountable Body** means Glasgow City Council, City Chambers, Glasgow.

**Local Code of Corporate Governance** means the policies and procedures through which Glasgow City Council, the Accountable Body, directs and controls its functions and allows it to fulfil its legal duties.

**Major Projects and/or mini-programmes** means City Deal Projects with a range of different outputs (e.g. new roads, housing and business space) being developed across a number of sites over an extended period of time and via multiple contracts.

**Member Authority** means East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire Councils, as may be amended from time to time in accordance with the Joint Committee Agreement.

**Member Authority Report** means the monitoring report submitted by the Member Authority to the PMO on the operational delivery status and management of its City Deal Projects.

**National Panel** is the group established to ensure the successful evaluation of Investment Funds awarded in City, Growth and Devolution Deals as more fully set out in Appendix 1.

**Non Departmental Public Bodies** means organisations which have a role in the processes of national government, but is not a government department or part of one, and which accordingly operates to a greater or lesser extent at arm's length from ministers including for example Scottish Enterprise and Transport Scotland.

**Portfolio** means an area of work where one of the Cabinet members will act as spokesperson and policy lead for Glasgow City Region.

**Portfolio Groups** means the operational delivery groups tasked with delivering the agreed policies and actions for each of the Portfolios within the Regional Economic Strategy.

**Procedural Standing Orders of the Cabinet** means the rules of order for Cabinet meetings and business as more fully outlined in Appendix 2.

**Programme Management Office** or **PMO** means the staff employed by the Accountable Body or seconded to the Accountable Body to undertake the operational functions of the Cabinet.



**Programme** means the programme of works which takes account of all of the City Deal Projects which sit under the City Deal from the Infrastructure Programme, the Innovation Programme and the Skills and Employment Programme.

**Programme Business Case** means the Business Case for the overall delivery of the Infrastructure Programme, the Innovation Programme and the Skills and Employment Programme.

**Programme Liaison Group** means the core group for liaison between the Scottish and UK Governments and the PMO as more fully described in Appendix 1.

**Programme Management Toolkit** replaces Part 3 of the original Assurance Framework 2015. It includes guidance and templates for Programme and Project development, appraisal, reporting, monitoring and evaluation.

**Programme Prioritisation Framework** is the Key Supporting Governance Document which sets out the qualitative and quantitative criteria against which Expression(s) of Interest for proposed new Projects will be assessed and prioritised.

**Programme Status Report** means the formal quarterly report prepared by the PMO using information provided by the Member Authorities on their Project status and containing overall Programme status and Programme risk register.

**Project Procurement Strategy** means the Member Authority's plan for procuring all the goods, works and services required to deliver the Project.

**Project Status Report** means the report which is the main document for recording, monitoring and reporting Project progress and compliance with the terms of the grant agreements entered into between the Accountable Body and a Member Authority.

**Publication Scheme** details which City Deal documents will be made available to the public and where these can be found.

**Risk Management Strategy** sets out the risk management and mitigation arrangements for the City Deal Programme and its Projects.

**Regional Projects** means Infrastructure Projects which: require collaborative working across two or more Member Authorities; and/or are located in two or more Member Authorities; and/or whose users are Region-wide.

**Scottish City Region and Growth Deal Delivery Board** is the joint UK Government and Scottish Government Board with responsibility for providing assurance and advice to Ministers regarding the current Scottish City Regions and Growth Deals Programme.

**Skills and Employment Programme** (formerly referred to as the Labour Market Programme within the City Deal Agreement) means the proposals to reduce unemployment in the Glasgow City Region all as more fully specified in the City Deal Agreement.

**Third Party** means any party other than a Member Authority, who is responsible for the delivery of a City Deal Project and "Third Parties" shall be construed accordingly.

**Treasurer** means the Chief Financial Officer of the Accountable Body.

**Tripartite Financial Agreement** is the Agreement signed in 2014 between the Member Authorities, the UK and Scottish Governments setting out how the financial consequences of the City Deal will be managed.

## **1. INTRODUCTION**

### **1.1 Glasgow City Region**

1.1.1 Glasgow City Region ('the Region') is the largest city region in Scotland and one of the largest in the United Kingdom. As such it is a key engine of economic growth for both the Scottish and UK economies, generating around 30% of Scotland's Gross Value Added and 34% of Scottish jobs. It is also home to 28% of all businesses in Scotland.

1.1.2 The Region benefits from numerous economic assets. It has existing strengths in areas including financial services, life sciences, engineering, manufacturing and creative and media industries. Successful universities and research institutes provide the space for both innovation and the people who will drive the city's development. More widely, the Region benefits from a highly skilled workforce across a wide range of industries. However the Region also faces numerous challenges that act as barriers to future economic growth. High rates of economic inactivity due to ill-health, poor survival rates for business start-ups (when compared to similar UK cities) and low levels of productivity, stalled development sites in key locations, high levels of vacant and derelict land and pressures facing existing transport infrastructure remain key challenges. The Glasgow City Region Economic Strategy recognises these comparative economic advantages and challenges.

### **1.2 The City Deal Agreement**

1.2.1 The Glasgow City Region Local Authorities (Member Authorities) entered into a City Deal with the UK and Scottish Governments in August 2014 (the City Deal). This is a 20-year deal to deliver a range of Projects under the themes of Infrastructure, Innovation and Skills and Employment to maximise economic performance of the Region all as described in the City Deal Agreement.

1.2.2 The Leaders of the eight Local Authority established a Joint Committee, known as the Glasgow City Region Cabinet, on the 19 January 2015. The Cabinet is responsible for decision making in relation to the City Deal. In addition, the Cabinet will deal with issues relating to economic development across the Glasgow City Region, and any other areas of activity agreed by the Member Authorities.

### **1.3 Purpose and Content of the Assurance, Governance and Programme Management Framework**

1.3.1 This document sets out the assurance, governance and programme management requirements specific to the City Deal Programme. It establishes the procedures which all bodies involved in the delivery of the City Deal will follow in relation to decision making and delivery of the City Deal. The assurance arrangements and controls which have been put in place to test compliance with these requirements are set out in the Assurance Map at Appendix 3.

1.3.2 Where, in between annual reviews of this document as set out at 1.4.1, circumstances arise which are not covered by this Assurance Framework and its Key Supporting Governance Documents, or where changes to the arrangements set out within this document are required, including for example in response to changes to the Grant Offer Letter, the Chief Executives' Group will recommend to Cabinet appropriate new governance arrangements. Endorsement of the proposed arrangements will be sought from the UK and Scottish Government through the Programme Liaison Group. Where Cabinet approves changes to specific governance arrangements, these will be reflected in the annual update to the Assurance Framework as set out at 1.4.1.

1.3.3 This Framework sits alongside the Member Authorities' and Third Parties own organisational local governance codes. It assumes that that these local governance arrangements and systems are robust.

## **1.4 Review of this Framework**

1.4.1 This Framework will be reviewed annually and amended to reflect any changes in practices, processes and procedures. Any amendments to the Framework as a result of these reviews will be subject to approval by the Cabinet, and endorsement with UK and Scottish Governments.

## **1.5 Key Supporting Governance Documents**

1.5.1 The first version of this Assurance Framework (published March 2015), included guidance and templates designed to facilitate the operational delivery of the principles within the Framework. The operational nature of this material means they require frequent updates.

1.5.2 In recognition that this document will be reviewed annually, material (guidance and templates) relating to operational processes is included within a series of Key Supporting Governance Documents listed at Appendix 2.

1.5.3 In order to ensure appropriate, proportionate oversight of key operational arrangements, the Programme Liaison Group's (PLG) endorsement will be required, alongside Cabinet approval, for certain Key Supporting Governance Documents. The approval body for each of these documents is set out in Appendix 2.

1.5.4 The remainder of the document is set out as follows:

- Sections 2 to 7 set out the Cabinet governance structures and arrangements for the City Deal Programme. They also set out the delivery structures for the Regional Economic Strategy, which will support the Member Authorities and Third Parties in the realisation of City Deal Project benefits.
- Sections 8 to 15 explain how Business Cases will be progressed, evaluated and agreed and how the funding mechanisms will work. They also set out the monitoring, reporting and evaluation requirements to ensure transparency, accountability and compliance with the contractual commitments made to the Scottish and UK Governments which will in turn release the grant funding committed by them.

## **2. THE GLASGOW CITY REGION CABINET**

### **2.1 Establishment of the Glasgow City Region Cabinet**

2.1.1 The Leaders of the eight Member Authorities established a Joint Committee under Section 57 of the Local Government (Scotland) Act 1973, known as the Glasgow City Region Cabinet, on the 19 January 2015.

2.1.2 The geographic area covered by the City Deal is that of the eight Member Authorities: Glasgow City Council; East Dunbartonshire Council; East Renfrewshire Council; Inverclyde Council; North Lanarkshire Council; Renfrewshire Council; South Lanarkshire Council; and West Dunbartonshire Council.

### **2.2 The Cabinet Governance Arrangements**

2.2.1 The Cabinet is responsible for decision making in relation to the City Deal and will deal with issues relating to economic regeneration across the Glasgow City Region, as well as any other areas of activity agreed by the Member Authorities. The membership and functions of the Cabinet are summarised in Appendix 1.

### **2.3 Managing Conflicts of Interest**

2.3.1 Members of the Cabinet will be expected to act in the interests of the Glasgow City Region as a whole when making decisions in relation to City Deal, ensuring that decisions are appropriate and free from bias or perception of bias.



### **3. CABINET ADVISORY BODIES**

#### **3.1 The Commission on Economic Growth**

- 3.1.1 The Commission on Economic Growth was established by the Cabinet in 2015 to provide economic and evaluation advice to the Cabinet.
- 3.1.2 The role, remit and membership of the Commission are outlined in Appendix 1. A representative of the Commission is invited to attend Cabinet meetings as a consultee.

### **4. THE REGIONAL ECONOMIC STRATEGY GOVERNANCE ARRANGEMENTS**

- 4.1.1 In April 2018 the Cabinet agreed to the formation of the Glasgow City Regional Partnership, whose purpose will be to maximise economic growth in the Region.
- 4.1.2 The Director has established governance structures in support of the delivery of the Regional Economic Strategy which includes a commitment to supporting the realisation of the City Deal Programme benefits.
- 4.1.3 The role, remit and membership of bodies delivering the Regional Economic Strategy, which includes the Portfolio Groups, the Regional Partnership and the Economic Delivery Group, is agreed by the Cabinet and is set out in Appendix 1.
- 4.1.4 Where Portfolio Groups are supporting the delivery of the City Deal Programme, they will provide progress reports to the Programme Management Office for inclusion within the Programme Status Report for the Chief Executives' Group and Cabinet.

### **5. THE CITY DEAL PROGRAMME GOVERNANCE ARRANGEMENTS AND STRUCTURE**

#### **5.1 The Accountable Body**

- 5.1.1 The Accountable Body (Glasgow City Council) carries out certain legal and regulatory functions on behalf of the Cabinet as instructed by it, where the Cabinet does not have the requisite legal status or competence, all as described in this Assurance Framework. The Accountable Body is governed by this Assurance Framework and the Glasgow City Council Local Code of Corporate Governance.
- 5.1.2 The Accountable Body has established and hosts a Programme Management Office (PMO) and has appointed a Director (the Director of Regional Economic Growth) to oversee its budget and duties.
- 5.1.3 The Accountable Body provides support services as the Director may reasonably require to discharge his/her duties which may include financial, legal, audit and other professional or technical services.
- 5.1.4 The Accountable Body will analyse and provide reports on progress to the Cabinet, the UK and Scottish Governments and the Chief Executives' Group or provide any other reports or updates as required by the Cabinet.
- 5.1.5 The Accountable Body shall allocate and account for distribution of City Deal grant income to Member Authorities. It will enter into any grant agreements on behalf of Cabinet, hold the City Deal grant funding and make disbursements to Member Authorities, Third Parties and other bodies as appropriate, all in accordance with the approved governance arrangements. It will account for these funds under a separately identified budget line to ensure transparency and clarity, and will report to the Scottish and UK Governments as required.
- 5.1.6 The Accountable Body will ensure compliance with confidentiality and data protection regulations in relation to the City Deal Programme.

- 5.1.7 The Accountable Body will ensure that grant funds are disbursed legally and appropriately and will have the appropriate and proportionate control systems in place to prevent relevant employees breaching the Bribery Act 2010 in relation to City Deal funds and to prevent fraudulent activity. In the event of the Accountable Body becoming aware of, or suspecting any irregular or fraudulent activity that may have any impact on the Project/Programme or the use of the City Deal grant, or any part of it, the Accountable Body shall immediately notify the Scottish Ministers of such activity.
- 5.1.8 The Accountable Body will submit unaudited accounts to the auditor no later than 30 June and to Cabinet no later than the 31 August immediately following the financial year to which they relate.
- 5.1.9 The Accountable Body will have audited the accounts of the Cabinet and prepare an annual report to 31 March in each year which will be submitted to the Cabinet no later than 30 September following for approval.
- 5.1.10 The Accountable Body will ensure that grant funds are used appropriately and demonstrate Best Value.
- 5.1.11 The Accountable Body will ensure its responsibilities under the Equality Act 2010 are regarded when apportioning the grant funding.

## **5.2 Internal Audit Function**

- 5.2.1 The Cabinet's Internal Audit function will be provided by the Accountable Body's Internal Audit section.
- 5.2.2 Each year, an Audit Plan will be prepared following:
- consultation with relevant senior officers of the City Deal Project Management Office;
  - consideration of the risks affecting the Cabinet;
  - consideration of both internal and external factors affecting the City Deal programme; and
  - consideration of previous audit findings.
- 5.2.3 Cabinet will be invited to approve the implementation of the Audit Plan. Assurance audits will be reported to Cabinet for noting. Actions arising from assurance audits will be followed up by Internal Audit, and reports will be presented to Cabinet for noting.
- 5.2.4 Further audit, advisory, consultancy or investigative work may be requested by the Cabinet.
- 5.2.5 An Annual Audit Report will be presented to Cabinet for noting each year, and an Annual Governance Statement will be presented for approval, following the completion of the Audit Plan. This will include an opinion from the Head of Audit and Inspection on the Cabinet's system of internal controls and governance arrangements during the year, and a certification from the Accountable Body's Chief Executive and Leader.
- 5.2.6 The City Deal Internal Audit Support Group will meet twice a year, chaired by the Accountable Body's Internal Audit section.

## **5.3 Chief Executives' Group**

- 5.3.1 The Chief Executives' Group (CEG) is the City Deal management group, the membership of which shall be the eight Chief Executives of the Member Authorities or their nominees.
- 5.3.2 The Chief Executive Officer of the Accountable Body or his/her nominee shall act as Chair of the Chief Executives' Group.
- 5.3.3 The Chief Executives' Group shall have responsibility on a collective basis for the overall

supervision and management of the City Deal and for the monitoring of the performance of the PMO in delivering the City Deal.

5.3.4 The Director shall be accountable through the Chief Executives' Group to the Cabinet for the operational performance of the Cabinet to help ensure the successful delivery of the City Deal.

5.3.5 The role, remit and meeting frequency of the CEG is outlined in Appendix 1.

## **5.4 Programme Liaison Group and the Scottish City Region and Growth Deal Delivery Board**

5.4.1 The Programme Liaison Group (PLG) is the core liaison and governance mechanism for ensuring the Cabinet and the UK and Scottish Governments are meeting their commitments as set out in the City Deal Agreement, this Assurance Framework and the Infrastructure Fund Grant Offer Letter.

5.4.2 Where required, in the period between annual reviews of the Assurance Framework, the PMO will seek agreement from PLG for amendments to the Key Supporting Governance Documents as set out in Appendix 2.

5.4.3 PLG meetings will be held quarterly and attended by representatives of the Chief Executives' Group and the Scottish and the UK Governments. The remit of the PLG is outlined in Appendix 1.

5.4.4 In addition to PLG meetings, on an annual basis senior representatives of the Glasgow City Region City Deal and members of the joint government Scottish City Region and City Deal Delivery Board will participate in the 'Annual Conversation', where overall Programme progress and governance will be reviewed. The remit of the Board is outlined in Appendix 1.

## **6. CITY DEAL PROGRAMME MANAGEMENT ARRANGEMENTS AND STRUCTURES**

### **6.1 Director Regional Economic Growth (DREG)**

6.1.1 The PMO will be led by the Director. He/she will establish appropriate structures as required to support the Cabinet and CEG in the discharge of their duties for the Programme. The Director is granted delegated authority by Cabinet to approve:

- All PMO expenditure within the spend categories included within the PMO's annual budget once approved by Cabinet, ensuring that where goods and services are procured, this is undertaken in line with Glasgow City Council's (the Accountable Body's) procurement requirements;
- FBCs to a value of £4,500,000, on the condition that where any changes between the information proposed within the FBC and the OBC previously approved by Cabinet, the change is minor; and
- Change Control Requests, where the proposed changes could be considered minor (further details of what constitutes a minor/moderate change are set out in Appendix 6).

### **6.2 Programme Management Office (PMO)**

6.2.1 All Projects within the City Deal Programme will be monitored, scrutinised and challenged by, and accountable, to the City Deal Programme Management Office (PMO) within Glasgow City Council, as Accountable Body. The provision of such a function provides a mechanism through which the relevant parties can be made aware, in a timeous manner, of the progress of projects and can exercise scrutiny and intervene as necessary ensuring that Member Authorities are complying with the terms of their grant agreements.

6.2.2 The key functions of the PMO include the development, approval and implementation of City Deal:

- Governance arrangements including:
  - Undertaking the administrative role required to support the Cabinet, the Chief

Executives' Group, Programme Liaison Group and the Commission including: preparation and circulation of meeting minutes, papers and agendas and publishing documents as required by the Publication Scheme.

- Ensuring the delivery of the governance requirements as set out in this Assurance Framework; the Joint Committee Agreement and the Cabinet Standing Orders.
- Ensuring an Audit Plan is prepared by Internal Audit each year, facilitating the delivery of the Plan and arranging for auditing of the financial accounts.
- Financial management arrangements including:
  - Disbursing the City Deal grant in accordance the terms and conditions set out in the Grant Offer Letter and the financial section within this Assurance Framework.
- Programme and Project management arrangements including:
  - Liaising with and co-ordinating Programme delivery with regional and national agencies including Glasgow City Region Partners and relevant Non Departmental Public Bodies, as long as such co-ordination advances the aims of the City Deal and the Functions of the Cabinet.
  - Establishing and overseeing such informal advisory and expert groups, including the Support Groups, as are required for the formation of advice to each of the Member Authorities to share knowledge and best practice.
  - Producing, monitoring, reviewing, updating and delivering the Programme Business Case, including updating the regional strategic assessment and economic modelling framework for the Programme.
  - Developing and implementing strategies and policies as required to deliver the Programme (e.g. the Communications and Stakeholder Engagement Strategy).
  - Identifying and managing Programme-level dependencies, interdependencies, risks and issues.
  - Escalating Programme and Project-levels risks and issues where required.
  - Undertaking Infrastructure Programme mapping and analysis.
  - Co-ordinating the development and implementation of strategies and policies to ensure the maximisation of economic and social benefits through the delivery of the Programme.
- Programme and Project management guidance documents including:
  - Providing documentation to Member Authorities and Third Parties delivering Projects including Business Case Appraisal Template and progress reporting templates which require to be completed by Member Authorities and Third Parties in order to meet the Programme management and monitoring requirements as set out in this Assurance Framework and the Programme Management Toolkit.
- Business Case appraisal arrangements including:
  - Appraising Business Cases for Green Book compliance; assessment of the Business Case for alignment with the Programme Business Case and making recommendations to the Cabinet and the Chief Executives' Group.
- Programme and Project monitoring and reporting arrangements including:
  - Preparing financial and performance management and monitoring reports.
  - Preparing reports on benefits / community benefits as set out in the Benefit Realisation Framework.
  - Preparing a report outlining how the City Deal Programme contributes to the Fairer Scotland Duty.
- Programme and Project evaluation arrangements including:
  - Establishing and overseeing the implementation of the Glasgow City Region City Deal evaluation activity including Project, Programme and Gateway (1-3) evaluation requirements.

6.2.3 Where necessary expertise or resource does not exist within the PMO to fulfil the above responsibilities, external support will be commissioned and managed by the PMO.

### **6.3 PMO Support Groups**

6.3.1 The PMO Director will establish Support Groups from time to time to assist the PMO in the delivery of the City Deal Programme. The Support Groups' work plans are led by the requirements of the PMO.



- 6.3.2 Member Authorities play a key role in supporting the delivery of the overall Programme by participating in all Support Group activities and work plans.
- 6.3.3 The list of Support Groups and the role, remit and membership of these Groups is set out in Appendix 1. The role and remit of the Groups will be approved by the Chief Executives' Group.

## **7. CITY DEAL PROJECT MANAGEMENT ARRANGEMENTS AND STRUCTURES**

- 7.1.1 City Deal Projects are delivered by Member Authorities and Third Parties.

### **7.2 Member Authorities**

- 7.2.1 Member Authorities play a key role in supporting the delivery of the overall Programme through a range of activities including: delivering their Approved Projects; participating in all Support Group activities and work plans; designing and delivering Programme-wide approaches and strategies (such as the Community Benefits Strategy); identifying and sharing best practice; identifying and collaborating on joint working opportunities.
- 7.2.2 Member Authorities shall develop Green Book compliant Business Cases and deliver Approved Projects in accordance with: their Approved Project Business Case; the terms of the grant agreement entered into with the Accountable Body; and all Programme management requirements as set out in this Assurance Framework and the Programme Management Toolkit.
- 7.2.3 Any grant agreement entered into by a Member Authority shall be subject to that Member Authority's contract standing orders and financial regulations.
- 7.2.4 Member Authorities are responsible for ensuring the realisation of Project benefits as agreed by Cabinet and as a condition of the grant agreement.
- 7.2.5 Member Authorities are required to provide a statement of compliance with the Conditions of Grant as set out in the grant letter. This will be evidenced in the certification of the final capital return made to the Scottish Government by each Member Authority's Section 95 Officer. City Deal Project income and expenditure, which is accounted for within Member Authorities' own accounts, will be subject to audit by an individual authority's own external auditors.
- 7.2.6 Member Authorities will be required to provide all information as required by the PMO for inclusion within the Key Supporting Governance Documents as set out in Appendix 2.
- 7.2.7 Member Authorities will make their own arrangements for reporting on Projects internally within their own organisations and for approving these internal reports prior to the onward submission of information to the PMO. These internal governance structures will be documented within Project Business Cases.
- 7.2.8 The Member Authorities shall provide the PMO with quarterly updates on the progress of each Approved Project, in line with the Member Authority Report and Project Status Report template within the Programme Management Toolkit. The PMO reserves the right to request copies of individual Project Status Reports, as required. Member Authorities' Project governance arrangements may be reviewed/audited by the PMO to ensure compliance with the arrangements as set out in this Framework and the Programme Management Toolkit.
- 7.2.9 This information will be presented to the Cabinet by the PMO in the Programme Status Report, including advising on progress, benefits realisation, any slippage and risks in relation to any specific Projects and seeking approval for any amendments/change controls. Any concerns which the Cabinet may have will be notified to the relevant Member Authority via the Chief Executives' Group.
- 7.2.10 Member Authorities will work with relevant Portfolio Groups to assist with the realisation and maximisation of relevant Project benefits where required.

- 7.2.11 The Member Authorities will work with the Equalities and Human Rights Commission and others to explore opportunities to maximise the impact of the Deal to deliver inclusive growth, a priority set out in Scotland's Economic Strategy and a Fairer Scotland to allow the benefits of growth to be shared by all, in line with the duty to have due regard to the need to advance overall equality of opportunity under the Equality Act 2010.

### **7.3 Third Parties**

- 7.3.1 Third Parties are organisations, other than Member Authorities which receive a grant from the Accountable Body to deliver Approved Projects as part of the Programme as agreed by Cabinet.
- 7.3.2 Third Parties will also comply with the same conditions as Member Authorities as set out in Section 7.2 above.
- 7.3.3 Any grant agreement entered into by a Third Party shall be subject to that Third Party's governance.

## **8. CITY DEAL ESTIMATED OUTCOMES**

- 8.1.1 The City Deal Agreement notes that the Member Authorities estimate that over its lifetime the Deal will:
- 396 new jobs and £88m for the local economy over 7 years through the Imaging Centre for Excellence Project;
  - 50 new healthcare businesses and 350 new jobs over 7 years through the MediCity Project; and
  - support to 125 firms and 600 new jobs over 5 years from the Tontine Project.
  - working with 4,000 individuals and help at least 600 ESA claimants into sustained work;
  - working with 15,000 young people and helping around 5,000 into sustained work, to engage with 20 employers in the care sector, engage with 400 low paid and to develop the skills/earning potential of 250 staff;
  - a short-term GVA impact of the 10-year construction programme of £1.1bn, with 15,000 jobs being directly created as a result of the programme;
  - an annual increase in regional GVA of £2.2bn by 2035 (representing a 4% sustained uplift) with: £1.4bn arising from the impact of an estimated 28,000 new jobs; and £800m from productivity impacts;
  - securing £1 billion of Scottish Government and UK Government capital funding to support the delivery of the Infrastructure Programme;
  - securing a minimum of £130 million of investment from Local Authorities across Glasgow City Region;
  - leveraging in an estimated £3.3 billion of private sector investment to support the delivery of the projects;
  - spreading the benefits of economic growth across Glasgow City Region, ensuring deprived areas benefit from this growth.

## **9. THE CITY DEAL PROGRAMME COMPONENTS**

- 9.1.1 The Programme has been assembled to deliver the City Deal Agreement. It comprises three thematic programmes:
- The Innovation Programme which seeks to support further growth in the life science sector through the establishment of world class Research and Development and commercialisation facilities in the city; and enable more small and medium enterprises

to grow by providing additional business incubator and grow-on space for entrepreneurs across Glasgow City Region.

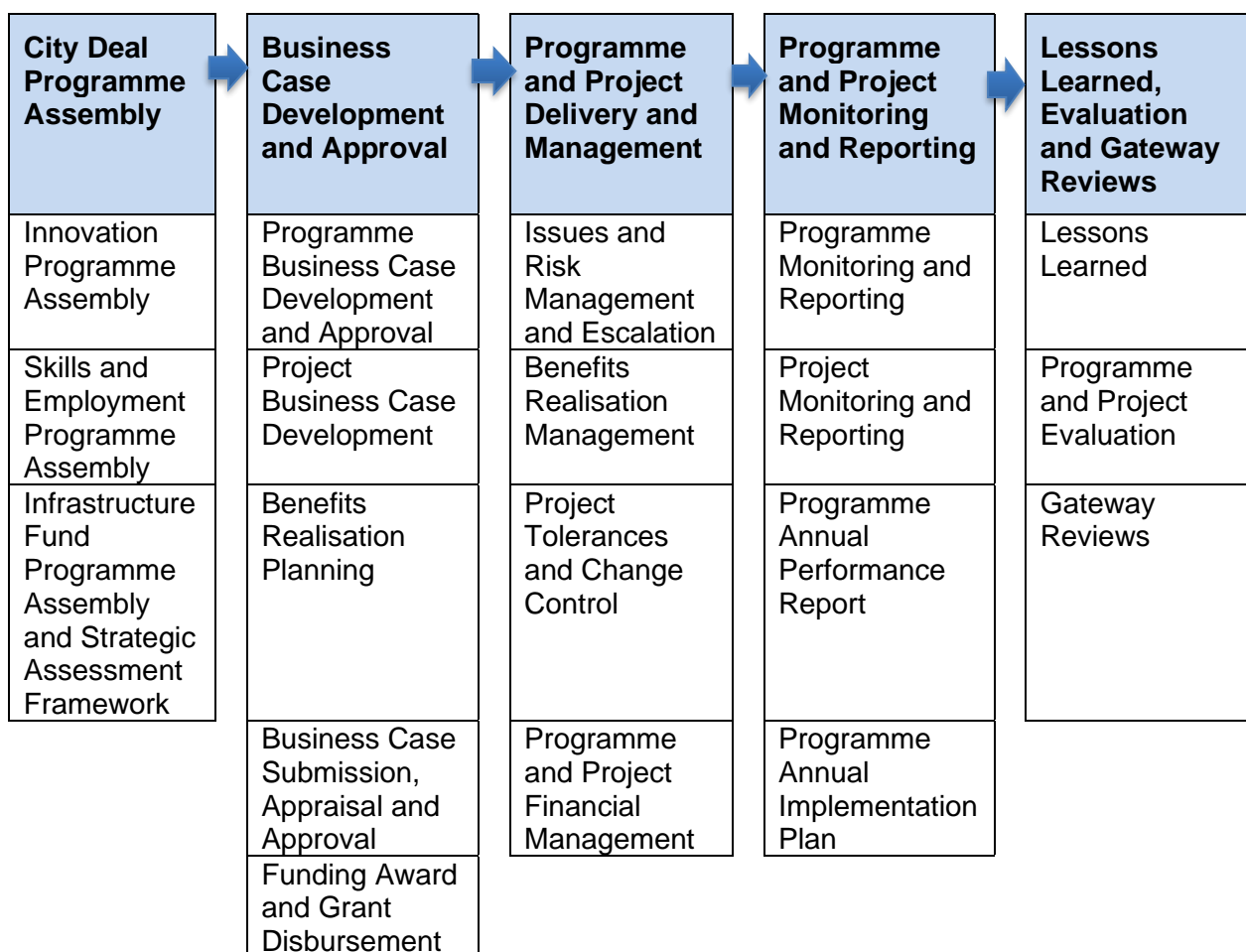
- The Skills and Employment Programme which aims to address local employment challenges through the provision of employment opportunities and training.
- The Infrastructure Fund Programme which seeks to support additional growth in the regional economy and improved connectivity through the delivery of land remediation, new and enhanced transport infrastructure, flood prevention measures, new and improved public realm and provision of business space.

9.1.2 The Initial Project List within the Infrastructure Fund Programme and the Projects within the Skills and Employment Programme and the Innovation Programme are set out in Appendix 5.

## 10. CITY DEAL PROGRAMME DEVELOPMENT AND MANAGEMENT

10.1.1 The key Programme development and management elements are set out in Figure 2 below.

**Figure 2: City Deal Programme Development and Management**



10.1.2 Each of these elements and the accompanying governance arrangements are described in greater detail in sections 11 to 15 below.

10.1.3 A general principle of ‘proportionality’ will apply to all elements of Programme Management, with the level/scale of appraisal, monitoring and evaluation undertaken on each Project reflecting the Project size and risk.

## 11. CITY DEAL PROGRAMME ASSEMBLY

### 11.1 Innovation Programme Assembly

11.1.1 The Innovation Programme assembly exercise was carried out in 2014. The Programme includes three Projects: the Stratified Medicine Imaging Centre of Excellence; Medicity Scotland; and the Integrated Grow on Initiative (also known as 'Tontine').

11.1.2 It is anticipated that a bespoke Programme assembly process would be developed for any new future Projects within this Programme should additional funding be available.

## **11.2 Skills and Employment Programme Assembly**

11.2.1 The Skills and Employment Programme assembly exercise was carried out in 2013/14. The Programme includes three Projects: Working Matters; Youth Gateway; and In-Work Progression.

11.2.2 The In-Work Progression Project design was undertaken in agreement with DWP. The Working Matters Business Case was developed internally by DWP.

11.2.3 The Skills and Employment Portfolio Group will lead on the development of any new future Projects within this Programme should additional funding be available.

## **11.3 Initial Infrastructure Fund Programme Assembly Exercise 2013 (development of the Initial List of Projects)**

11.3.1 The initial Infrastructure Fund Programme assembly exercise was carried out by the Member Authorities during 2013. The process involved modelling the economic impacts for a list of approximately 40 deliverable Projects, and prioritising them in order of GVA return per net pound of whole-life cost. The purpose was to link Projects together into an integrated economic programme, testing their interactions together within the same modelling framework. This allowed for Projects to be combined as a single economic programme, where complementarities or adverse effects could be picked up. It also helped to identify aspects of the Programme which may be over-supplied and adjust accordingly, such as too much land development.

11.3.2 The top performing Projects in GVA terms, the Initial Projects, were prioritised and assembled into a 'Programme' of investments. The list was approved in principle by the Leaders of the Member Authorities at the beginning of 2014. The Initial Project List was included within the Assurance Framework approved by Cabinet in 2015, advising that the list may be amended from time to time.

11.3.3 A further assessment on the cumulative land use and transport impacts of the Infrastructure Programme was subsequently carried out using a Strategic Assessment Framework (SAF). The SAF exercise (which used information from draft Strategic Business Cases), reviewed the projected outputs from the Initial Project List to assess the cumulative land use and transport impacts of the Programme, with the aim of validating the outputs or to establish where adjustments may be required to ensure delivery of the outputs. The completion of the SAF exercise and the cumulative transport modelling exercise demonstrated that no changes to the Programme were required as a result of the SAF exercise.

## **11.4 Future Infrastructure Fund Programme Assembly Arrangements**

11.4.1 Should Infrastructure Fund Programme funds become available for allocation/reallocation (as set out at 13.3.7, 13.5.2, 13.5.2, 13.5.8), following the consideration by Cabinet of any requests for additional funds for existing projects (section 13.5.9), Chief Executives' Group will recommend to Cabinet that an invitation be issued by Cabinet to Member Authorities, and where relevant Third Parties, to submit Expressions of Interest for new Project(s) proposals.

11.4.2 Cabinet's invitation may include conditions and/or requirements such as requests for specific types of Projects required to meet the Region's economic priorities at that time, as reflected in the Programme Business Case.

- 11.4.3 Following approval by Cabinet to issue the invitation for Expressions of Interest, any of the eight Member Authorities and any relevant Third Parties can submit an Expression of Interest to be assessed against the Programme Prioritisation Framework. The Programme Prioritisation Framework includes:
- Key elements from the Programme Business Case; and
  - Qualitative and quantitative criteria developed and managed by the Chief Executives' Group and the Cabinet, including Inclusive Growth priorities.
- 11.4.4 From 2020 onwards, the Region's economic, land use and transport models may also be used to assist with estimating the impacts of proposed new Projects (dependent on the size of the Project).
- 11.4.5 Submitted Expressions of Interest will be assessed by the PMO with input from Support Groups as required to determine the Project, or Projects, that offer the greatest economic benefits (in terms of calculation of GVA) and qualitative benefits (using the qualitative scoring framework).
- 11.4.6 Inclusive Growth and carbon impacts will be considered within the qualitative criteria for future City Deal investment decisions.
- 11.4.7 A report will be presented to the Chief Executives' Group with the findings of the assessment for the Chief Executives' Group to agree which Project(s) should be given an equivalent status to those on the Initial Project List identified via the initial Programme Assembly Exercise in 2013.
- 11.4.8 The number of Projects which are selected will be dependent on the funds available and the amount requested in the Expressions of Interest received.
- 11.4.9 The key findings and recommendations on which Project(s) should be selected will be presented by the Chief Executives' Group to the Cabinet for consideration and approval.
- 11.4.10 Expressions of Interest which are approved by the Cabinet will be invited to proceed to Business Case development stage.

## **12. BUSINESS CASE DEVELOPMENT AND APPROVAL**

### **12.1 City Deal Programme Business Case Development and Approval**

- 12.1.1 The Programme Business Case (PBC) sets out the strategic, economic, financial and management cases for the City Deal Programme. An initial version of the City Deal Programme Business Case was approved by Cabinet in December 2015.
- 12.1.2 The Programme Business Case is reviewed and updated annually to reflect the Region's most up-to-date economic priorities (based on an assessment of the Region's economy and the strategic context), revised projections of the Programme's potential economic impact and Project-level developments.
- 12.1.3 The PBC will comply with the Green Book. The PBC will include the same key elements as required for individual Project Business Cases but at a Programme level e.g. the combined economic, transport and environmental impacts; delivery timescales for all Projects; Programme risks; and Programme finances.
- 12.1.4 The extent to which proposed new Projects contribute to the strategic objectives set out within the PBC will form part of the Programme Prioritisation Framework referred to at section 11.4.3.
- 12.1.5 The City Deal will be deemed to be succeeding when the evidence emerges that the economic impacts projected by the Programme Business Case are being realised in the Glasgow City

Region, and that there are net additional impacts at Scottish and UK level.

## **12.2 City Deal Project Business Case Development**

- 12.2.1 Projects in the City Deal Programme require to develop a Business Case which must be approved by Cabinet in order to become an “Approved Project”. For some Projects additional approvals are required. These are summarised below and set out in full in Appendix 4.
- 12.2.2 The Business Case development process is iterative. The Business Case must not be static and must be continually updated as the Project progresses. Upon Project completion, three distinct versions of the Business Case should have been prepared, each an updated iteration of the previous: Strategic Business Case (SBC); Outline Business Case (OBC), and Full Business Case (FBC). The iterative process provides assurance that the Project remains viable and worthwhile. A more detailed description of each is provided below.
- 12.2.3 Detailed Business Case Guidance and associated templates can be found in the Programme Management Toolkit. More information on the Toolkit is provided in Appendix 2.
- 12.2.4 Where a Project is proposed that would require collaborative working across two or more Member Authorities and/or Third Parties, those Member Authorities or Third Parties will elect a lead. The lead shall be responsible for preparing and submitting the Business Case.

## **12.3 Innovation Programme Project Business Case Development**

- 12.3.1 The Business Case development process is complete for the three Innovation Programme Projects which were assembled in 2013/14, with individual Project Business Cases noted and/or approved by the Cabinet as below:
- the Stratified Medicine Imaging Centre of Excellence on 17 March 2015 (Cabinet noted funder’s approval of Business Case);
  - Medicity Scotland on 17 March 2015 (Cabinet noted funder’s approval of Business Case); and
  - Integrated Grow on Initiative 20 October 2015.

## **12.4 Skills and Employment Programme Business Case Development**

- 12.4.1 The Business Case development process is complete for the three Skills and Employment Programme Projects which were assembled in 2013/14, with individual Projects approved by the Cabinet as below:
- Working Matters on 12 April 2016;
  - In-Work Progression Project on 12 April 2016; and
  - Youth Gateway Project on 16 August 2017.

## **12.5 Infrastructure Fund Project Business Case Development**

- 12.5.1 The business case development process for the Infrastructure Fund Programme Projects which were assembled in 2014 is ongoing.
- 12.5.2 For the Infrastructure Programme, all Member Authorities and Third Parties are required to develop Business Cases which are compliant with the Green Book.
- 12.5.3 There are a number of large-scale major Projects within the Infrastructure Programme, several of which are akin to mini-programmes in their own right. Typically, these major Projects have a range of different outputs (e.g. new roads, housing and business space) being developed

across a number of sites over an extended period of time and via multiple contracts. Where this is the case, major Projects are permitted to develop separate OBCs for individual Project elements/components (e.g. an OBC for each geographical site or category/type of intervention). Where this is the case, the collective scope of these individual OBCs must provide full coverage of the Project scope outlined in the SBC.

- 12.5.4 Where the delivery of the Procurement Strategy outlined within an approved OBC requires multiple contract awards over an extended period of time, multiple FBCs may also be created covering individual contract awards.
- 12.5.5 Where multiple FBCs have been produced, a Final Full Business Case (FFBC) will be required to be completed to reflect the outcome of the total procurement activity. The FFBCs will reflect completion of infrastructure development and be produced following final payment to contractors.
- 12.5.6 The Programme Management Toolkit should be used by Member Authorities and Third Parties delivering Infrastructure Fund Projects. The Toolkit is based upon the principles included within the Green Book. It includes business case guidance, Project management guidance and associated templates. Information on the content of the Toolkit is provided in Appendix 2.
- 12.5.7 The Toolkit will be reviewed as appropriate with revisions being approved by the Chief Executives' Group and the Programme Liaison Group.

## **12.6 Benefits Realisation Planning**

- 12.6.1 Member Authorities and Third Parties are responsible for the identification of Project benefits within their Project Business Cases. They are responsible for ensuring the realisation of each identified benefit is owned.
- 12.6.2 As part of the Toolkit a Benefits Realisation Management Framework (BRMF) has been developed. The BRMF is a Key Supporting Governance Document to the Assurance Framework. It sets out the approach each Member Authority and Third Party will be expected to take in order to: realise the benefits of each of their City Deal Projects; support the Programme-level evaluation; and demonstrate that the GCR City Deal meets the requirements of the three Gateway Reviews (2019, 2024, & 2029).
- 12.6.3 More information is provided on the content of the BRMF in Appendix 2.

## **12.7 Business Cases Submission, Appraisal and Approval Process**

- 12.7.1 Separate Business Case submission, appraisal and approval processes have been implemented for the three City Deal Programme streams, reflecting the different funding arrangements.
- 12.7.2 The Business Case development process is complete for the Innovation Programme and Skills and Employment Programme Projects which were assembled in 2013/14. A summary of the process used for each of the Programmes is included in Appendix 4. It is anticipated that bespoke submission, appraisal and approval processes would be developed for any new future Projects within these Programmes should they be developed.
- 12.7.3 The Business Case submission, appraisal and approval process is ongoing for the Infrastructure Fund Programme.

## **12.8 Infrastructure Fund Project Business Case Submission Process**

- 12.8.1 All Member Authorities and Third Parties are required to gain and provide assurance to the PMO that all relevant internal approvals have been obtained that permit the preparation of a Business Case. Once these approvals have been secured, all versions of the Business Cases – from Strategic, Outline, Full and Final – should be approved by the Member Authority and

Third Parties, through appropriate internal governance processes, before being submitted to the City Deal PMO for assessment.

- 12.8.2 In some cases an SBC or OBC may already have been delivered, in which case, the PMO will have discretion to agree that the next level of Business Case be delivered. This will be dealt with by the PMO on a case-by-case basis.
- 12.8.3 Evidence of Project-level internal approval and any statutory approvals appropriate at the Business Case stage should be included with the Business Case submission to the PMO.
- 12.8.4 Transport-related Projects should, where appropriate and where relevant to the stage of project development, take in to account relevant elements of the guidance set out in the Strategic Transport Appraisal Guidance (STAG) criteria in the preparation of their Business Case.
- 12.8.5 Member Authorities and Third Parties should undertake and provide the PMO with a self-assessment of their Business Case against the criteria included within the Appraisal Template within the Programme Management Toolkit.
- 12.8.6 All submissions of Business Cases to the PMO will be reported to the Chief Executives' Group.
- 12.8.7 The Chief Executives' Group will determine whether, and on how many occasions, the Business Case for a Project (or element of it) may be re-submitted or whether it will recommend to Cabinet that a Project should be removed from the Infrastructure Fund where Business Case submissions continue not to meet required criteria.
- 12.8.8 Where resubmission is approved, the PMO will instruct the relevant Member Authority to complete and resubmit to the PMO.

## **12.9 Infrastructure Fund Project Business Case Appraisal Process**

- 12.9.1 A central independent appraisal team will be located within the PMO to assess and scrutinise individual Business Cases and to produce Appraisal Reports with independent recommendations. Where necessary expertise does not exist within the PMO to fulfil this responsibility, the PMO team will be supplemented by representatives from Member Authorities with required skills and/or approval will be sought from the Chief Executives' Group for the PMO to commission and manage external consultants to undertake this exercise on its behalf.
- 12.9.2 Project Business Cases will be appraised by the PMO with reference to the Programme Business Case and using guidance from, but not restricted to, the Green Book and the Economic Impact Assessment Guidance included within the Programme Management Toolkit.
- 12.9.3 The Appraisal Template which Business Cases will be assessed against is included within the Programme Management Toolkit. The Template is tailored to reflect the stage of Business Case development (i.e. SBC through to FBC) and clarifies what level of information (if any) is required and what actions require to be completed for the development stage.
- 12.9.4 An Appraisal Report will be provided by the PMO to the relevant Member Authority outlining whether the appropriate criteria have been met and indicating areas where further information is required. The focus of the appraisal is to check that the key points have been appropriately dealt with. No part of the appraisal process constitutes professional advice to any party.
- 12.9.5 Business Cases which the PMO appraise as having met all criteria for their stage of development will be recommended by the PMO for consideration and/or approval by the Chief Executives' Group. Where all criteria has not been met, this will be noted within the Appraisal Report and the PMO's recommendations to Chief Executives' Group.

## **12.10 Infrastructure Fund Project Business Case Approval Process**

- 12.10.1 A representative of the relevant Member Authority may be required to present the Business



Case to the Chief Executives' Group and/or Cabinet.

12.10.2 Where amendments/additions are requested by the Chief Executives' Group prior to progressing to the Cabinet for approval, the PMO will be responsible for ensuring these are actioned prior to submission.

12.10.3 All Strategic Business Cases (SBCs) and Outline Business Cases (OBCs) require consideration and approval by Cabinet.

12.10.4 Following approval of an Outline Business Case by Cabinet, the Chief Executives' Group may approve subsequent related Full Business Cases for that Project, provided the PMO and Chief Executives' Group is satisfied that all appropriate criteria have been met and the FBC does not represent a substantial change from the approved OBC. The Chief Executives' Group may choose to refer any Full Business Case to Cabinet for approval.

12.10.5 The Director for Regional Economic Growth may approve FBCs to a value of £4,500,000, on the condition that where any changes between the information proposed within the FBC and the OBC previously approved by Cabinet, the change is minor.

12.10.6 Where OBC approval has been conditionally granted, those conditions must be met prior to approval of the Project's Full Business Case by the Chief Executives' Group.

12.10.7 The following permissions will be granted following approval of each version of the Business Case:

- the approval of the Strategic Business Case gives permission to develop the Outline Business Case. The Cabinet can at this stage authorise preliminary expenditure identified in the SBC.
- the approval of the Outline Business Case gives permission to implement the Project Procurement Strategy up to, but not including the selection, of the preferred solution/contractor. The Cabinet can at this stage authorise preliminary expenditure identified in the OBC.
- the approval of the Full Business Case gives permission for investment, including awarding of contracts.

12.10.8 It should be noted that, completion and approval of business cases through the Deal decision making structures does not override the statutory approval processes that may be required from Transport Scotland and Network Rail.

12.10.9 Member Authorities or other members who represent the Project promoter for a Business Case will be asked to withdraw from decisions regarding that Business Case or the approval of a specific Project both at Chief Executives' Group and Cabinet.

## **12.11 Skills and Employment Programme Funding and Grant Distribution**

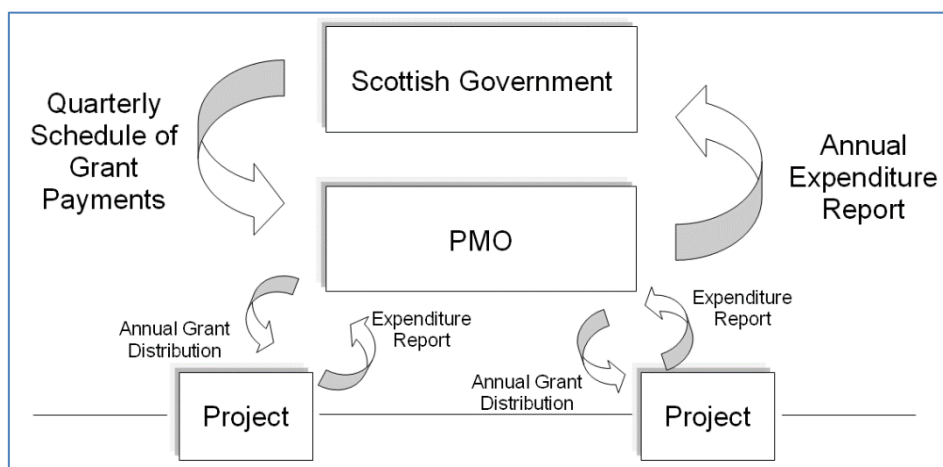
12.11.1 A grant offer was made by the Department for Work and Pensions and accepted by the Accountable Body. The Working Matters grant offer is based on the detail in the Business Case. The Working Matters grant offer includes referral processes, monitoring and reporting requirements and evaluation methodologies. The Working Matters grant award was subsequently made by the PMO to each of the Member Authorities taking into account their respective shares of delivery and management costs.

12.11.2 Working Matters grant awards will be reviewed regularly and amended if necessary with the approval of Cabinet.

## **12.12 Infrastructure Programme Funding and Grant Distribution**

- 12.12.1 Each Project will require to progress through the formal approvals process set out above in order to formally become an “Approved Project”.
- 12.12.2 Upon approval, Glasgow City Council as Accountable Body will enter into a grant agreement with the relevant Member Authority and/or Third Parties. This grant agreement (as set out in the Infrastructure Grant Passdown Offer Letter) which covers all Approved Projects for the Member Authority will take account of any conditions of grant entered into with the Scottish and UK governments in relation to the City Deal.
- 12.12.3 Funding for Regional Projects will be 100% from capital grant.
- 12.12.4 The initial allocation of Grant to individual Member Authorities has been calculated as a percentage of a Member Authority’s expenditure on Approved Projects, based on the Initial Project List (net of monies allocated to Regional Projects). Across the Programme this will mean Member Authorities will be due 86% capital grant and will be liable to provide 14% funding on the non-regional Projects subject to the provisions of paragraph 12.12.8 below. Where Member Authorities contribute more than 14% funding then this will be included in submitted Business Cases and reported in Quarterly Project Status Reports.
- 12.12.5 Grants received from Government will be nominally assigned to Member Authorities on the basis of the overall value of Approved Projects being delivered by Member Authorities, but will only be paid out on the basis of actual eligible spend. Where actual spend in a year on City Deal Projects for an individual authority is less than grants approved to that authority then the Accountable Body will reallocate City Deal grant to match other City Deal spend in that year. The subsequent years grant due to authorities will be recalculated so that the overall grant due to an authority remains the same.

**Figure 3: Grant Distribution and Expenditure Reporting Process**



- 12.12.6 The Accountable Body will maintain a memorandum of accounts for the Programme which will show the grant due and grant paid to each of the Member Authorities. The memorandum will also include a calculation of interest owed to Member Authorities by the Accountable Body.
- 12.12.7 Savings on overall Project cost can be retained by Member Authorities subject to capital grant being no more than 100% of Project cost. An amended grant offer will be agreed by the Cabinet where this situation arises.
- 12.12.8 Where third party contributions are received grant levels will be capped at 100% of net cost to the Member Authority.
- 12.12.9 It will be a condition of grant funding from the UK/Scottish Governments that the grant will be utilised in year and not carried forward. The Accountable Body will manage the grant distribution process to ensure that this requirement is met on an annual basis.

## **12.13 Regional Projects Funding and Grant Distribution**

- 12.13.1 Grant will be made available to fund Regional Projects at 100% of Project budget. Grant will be paid out on the basis of eligible expenditure having been incurred in line with the Business Case approval and the Grant Distribution Rules. The Regional Projects shall rank first in receiving available grant funding when grant is distributed each year.
- 12.13.2 Where spend on the Airport Access Project exceeds the available grant in any given year then the mechanism for the balance of funding required in that year will be a matter for Renfrewshire Council and Glasgow City Council to agree.
- 12.13.3 Any shortfall in the available grant funding for the Regional Projects in a given year will be made up as soon as possible from subsequent years' grants payments and shall rank first in terms of grant distribution.
- 12.13.4 Increases in Airport Access Project capital costs will be met jointly by Glasgow City and Renfrewshire Councils. Reallocation of grant savings for the Airport Access Project will be a matter for the Cabinet taking account of the overall Programme Business Case objectives.
- 12.13.5 As regards the other Regional Projects any increase in cost will be decided on a case by case basis, taking into account the responsibility of the delivery agent for that aspect of the Programme. Reallocation of any grant savings from the Project will be a matter for the Cabinet.

## **12.14 Actual Disbursement of Grant**

- 12.14.1 The Scottish Government will issue a Grant Offer Letter to the Accountable Body on an annual basis. The acceptance of the grant offer will be signed by the Chief Executive Officer of the Accountable Body and the Section 95 Officer for each Member Authority. The timing of receipt of City Deal grant from the Scottish and UK Governments will be agreed with the Scottish and UK Governments on an annual basis. The timing of distribution by the Accountable Body to individual Member Authorities and Third Parties will be agreed on an annual basis by the Finance Strategy Group. Member Authorities and Third Parties are individually and collectively responsible for ensuring they comply with reporting and governance arrangements as contained in the annual Infrastructure Fund Grant Offer Letter.
- 12.14.2 The value of the grant distributed to all Projects will be based on actual eligible expenditure (as per capital accounting rules) at the end of each year. The amount disbursed will reflect up to 100% of eligible expenditure incurred by a Member Authority and/or Third Party up to that point. Where possible the Accountable Body should distribute all City Deal grant in the same financial year in which it is received.
- 12.14.3 Any grant retained by the Accountable Body in year prior to distribution will earn interest on behalf of Member Authorities.

## **13. PROGRAMME AND PROJECT DELIVERY AND MANAGEMENT**

### **13.1 Issues, Risk Management and Escalation**

- 13.1.1 The Programme and Project delivery stage encompasses the day-to-day management of the City Deal Programme and the individual Projects to ensure the successful delivery of the Programme objectives and the individual Projects within the Programme, including delivery of the capital Projects on time and to budget.
- 13.1.2 Project delivery will be managed by individual Member Authorities and Third Parties in line with the requirements set out within the Programme Management Toolkit. Overall Programme management is undertaken by the PMO and will include the functions set out in section 6.1.3.
- 13.1.3 It is crucial that all risks, be they Programme or Project level risks, are identified, evaluated and controlled in a transparent, consistent and systematic manner as set out within the Risk

Strategy within the Programme Management Toolkit.

- 13.1.4 Project issues should be reported to the PMO within the Project Status Reports. The PMO will seek to assist with the resolution of any Project-level issues which have been brought to the attention of the PMO using, where appropriate, the guidance of the Support Groups.
- 13.1.5 Where Project issues remain unresolved and/or where progress, delivery or performance is deemed inadequate, the PMO may escalate any issues for resolution to the Chief Executives' Group in the first instance. In terms of escalation, the Cabinet will be the ultimate point of reference. There will be no escalation of issues from the Cabinet to either the Scottish or UK Governments although information will be reported.
- 13.1.6 A Lessons Learned exercise should be undertaken for each significant issue encountered.

## **13.2 Benefits Realisation Management**

- 13.2.1 Member Authorities and Third Parties are responsible for the realisation of their Project benefits as stated in their Project Business Cases. Individual Member Authorities and/or Third Parties will manage the delivery of their own Project and the Project outputs contained within their Project Benefits Realisation Plan in their Business Case.
- 13.2.2 The Benefits Realisation Management Framework sets out the approach each Member Authority and Third Parties will be expected to take in order to realise the benefits of each of their City Deal Programme funded Projects.
- 13.2.3 Projects will be deemed to have been successfully completed when they have delivered all outputs and economic benefits stated in the Business Case and when the terms of the grant agreements have been fully complied with.

## **13.3 Project Tolerances and Change Control**

- 13.3.1 Member Authorities should establish project tolerances for all relevant aspects of project delivery, for example finance and scheduling (programming). Tolerances should apply to all Project stages and be set by the Member Authority, in conjunction with the City Deal PMO. Deviation from agreed tolerances should be reported in the Project Status Report and the Member Authority Report for escalation.
- 13.3.2 Where, at any stage of the Project life-cycle (including all stages of the Business Case development and benefit realisation stages), a Member Authority and/or Third Party proposes to change Project elements (scope/benefits/cost/time), the PMO will provide a detailed assessment of the likely impact (quantified where possible) of proposed changes. Key factors which will be assessed by the PMO include:
  - whether the change in one project element (scope/benefits/cost/time) is likely to negatively/positively impact upon the remaining project elements;
  - the scale/quantum of the proposed change, what that represents as a proportion of the whole Project and any financial implications to the Infrastructure Programme Fund and the expenditure profile of the Fund resulting from the proposed change;
  - whether the change is likely to negatively/positively impact upon the Project's GVA impact per £ of spend;
  - whether the change is likely to result in a change in terms of who benefits, and whether this will impact negatively/positively upon the Programme objective regarding improving access to jobs in deprived areas;
  - whether the change is likely to result on other benefits/disbenefits which could positively contribute/negatively impact upon inclusive growth;
  - whether the change is likely to impact upon any other City Deal Project where there is

a dependency.

- 13.3.3 Cabinet must approve all significant changes. The CEG is granted delegated authority by Cabinet to approve Change Control Requests where the proposed changes could be considered moderate. The Director of Regional Economic Growth is granted delegated authority by Cabinet to approve Change Control Requests, where the proposed changes could be considered minor.
- 13.3.4 When a proposed change may be deemed material/significant enough for the Project to no longer be considered the same as the Approved Project, the PMO may also recommend to the Chief Executives that a revised Business Case is produced and submitted by the Member Authority and/or Third Party with an updated Economic Case developed, in order that GVA impacts are quantified.
- 13.3.5 Should an Approved Project encounter conditions (e.g. technical, economic) which are likely to significantly compromise the successful delivery of the Project, the Member Authority and/or Third Party will have a period of time (determined by the Cabinet) to design and implement a corrective action plan to deliver a modified Project which represents an equivalent ratio of costs to benefits for the overall Programme.
- 13.3.6 If, after the time period specified by the Cabinet, the Member Authority and/or Third Party has not implemented a corrective action plan to the satisfaction of the Cabinet, further action will be taken by the Cabinet. This action may include temporary or permanent suspension of Grant or the repayment of Grant.
- 13.3.7 If an Initial Project and/or an Approved Project proves impossible to deliver, or the Member Authority and/or Third Party wishes not to proceed with the Project, the Cabinet will decide whether or not it should be removed from the Programme. Sections 13.5.1 to 13.5.2 set out the arrangements with regards to grant allocations in these circumstances.

#### **13.4 City Deal Infrastructure Programme Financial Management**

- 13.4.1 At the beginning of each financial year the PMO will prepare a financial forecast detailing the projected expenditure by the Project, breaking this down into preliminary costs such as fees and studies and capital items. This forecast will be revised by the PMO at least every six months to provide a rolling forecast of expenditure incurred by Member Authorities and Third Parties and grant forecast to be distributed against eligible expenditure.

#### **13.5 City Deal Infrastructure Project Financial Management**

- 13.5.1 As a general principle individual Member Authorities and Third Parties will be wholly responsible for the physical delivery of their own Projects. Projects started but not completed will be at an individual Member Authority's and Third Party's risk.
- 13.5.2 Where a Project is started but is not completed in accordance with the grant agreement, then spend incurred on this Project will not be eligible for City Deal Infrastructure Fund grant.
- 13.5.3 Where grant has already been paid to a Member Authority or Third Party in respect of a Project which subsequently does not progress, then this grant will require to be repaid following a formal request from the Cabinet.
- 13.5.4 Individual projects should have optimism bias and contingency set out within its Project Business Case. Member Authorities should monitor and report within the Project Status Report and the Member Authority Report on the use of contingency.
- 13.5.5 Where the cost of individual Projects being delivered by the same Member Authority or Third Party changes significantly then it will be possible for the Member Authority or Third Party to seek Cabinet approval for an amended grant award. However, this will only be possible after an assessment of the full impact on the Project outcomes by the PMO as set out at section 13.3

and where previously allocated funds have become available. Any decision is at the sole discretion of the Cabinet.

- 13.5.6 The grant agreements which will be entered into with Member Authorities and Third Parties will be based on the delivery of the Project outputs and economic benefits set out in the Business Cases.
- 13.5.7 Any variation from these principles in respect of individual Projects will be a decision for the Cabinet.
- 13.5.8 Failure by a Member Authority or Third Party to comply with the terms of this Assurance Framework or the grant agreement may result in the following:
- suspension of any grant funding until a suitable resolution is found;
  - termination of the relevant Member Authority's or Third Party's grant agreement if no suitable resolution is found;
  - removal of the relevant Project from the City Deal, and replacement with another suitable Project;
  - recovery from that Member Authority or Third Party of any grants already paid, and additional costs occurred or losses suffered by the Cabinet or its Member Authorities arising from that failure.
- 13.5.9 Where, following Cabinet decision, previously allocated funding becomes available, the Cabinet will consider any requests for additional funds for existing Projects as per section 13.5.5. Following this, Cabinet may invite new Projects to be approved following the process set out in Future Infrastructure Fund Programme Assembly Arrangements at section 11.4.
- 13.5.10 Failure to achieve Gateway Reviews as set out in the City Deal will lead to a recalculation of the monies due to Member Authorities and Third Parties. Cabinet will give further consideration to this following agreement on the mechanism for conducting the Gateway Reviews. The recommended procedures for the treatment of loss of grant in the event of Project or Programme failure is outlined in the 'Grant Withheld Policy Paper', a Key Supporting Governance Document included in Appendix 2. The final decision is subject to approval by Cabinet.
- 13.5.11 Ultimately any decision to carry out any of the actions referred to above rests with the Cabinet.

## **14. PROGRAMME AND PROJECT MONITORING AND REPORTING**

### **14.1 Programme and Project Monitoring and Reporting**

- 14.1.1 At the start of each calendar year, the PMO will issue an annual reporting schedule to all Member Authorities and Third Parties with grant agreements detailing the information requirements and timelines for submission. This will allow alignment with the meeting cycles and reporting cycles of the Chief Executives' Group, the Cabinet and the Scottish and UK Governments.
- 14.1.2 The PMO will use the information provided by individual Member Authorities and Third Parties to compile a Programme Status Report the content of which is set out in Appendix 2. The PMO will submit the Programme Status Report to each meeting of the Chief Executives' Group, the Cabinet and the Scottish and UK Governments.

### **14.2 Benefit Realisation Monitoring and Reporting**

- 14.2.1 Individual Member Authorities and/or Third Parties will be required to provide necessary information concerning individual Projects to monitor benefit realisation as per the requirements

set out in the Benefits Realisation Management Framework and the Programme Management Toolkit.

### **14.3 Programme Annual Performance Report and Implementation Plan**

- 14.3.1 The PMO will use the monitoring information collated through the above processes to produce an Annual Performance Report (APR) based on the previous year's activity. The APR will include the information requested within the Infrastructure Fund Grant Offer Letter, a Key Supporting Governance Document for the Assurance Framework.
- 14.3.2 The delivery of the Programme Business Case will be supported through the production of an Annual Implementation Plan (AIP) for the coming financial year. The contents of the AIP are set out in Appendix 2.
- 14.3.3 The Annual Implementation Plan will be 'live' and will be updated throughout the year to reflect any additional activities the Chief Executives' Group and the Cabinet agree should be delivered in that period. The Annual Implementation Plan will also be reviewed during the year by the Programme Liaison Group.

## **15. LESSONS LEARNED, EVALUATION AND GATEWAY REVIEWS**

### **15.1 Lessons Learned Exercises**

- 15.1.1 Lessons (both positive and not so positive) must be identified, collected, collated and widely disseminated throughout the Programme and Projects' lifecycles to help improve future delivery and ensure value for money.
- 15.1.2 At the end of the Project or at the end of a major Project stage, whichever is deemed to be most appropriate by the PMO, a Lessons Learned Report should be compiled by the relevant Member Authority. Lesson Learned exercises should also undertaken where significant issues have arisen. Report templates are included within the Programme Management Toolkit.
- 15.1.3 All completed Lessons Learned Reports will be copied to the PMO who will arrange for the dissemination of the relevant information to other Projects to allow them to benefit from the knowledge acquired and lessons learned. The PMO will also take a view on reporting Lessons Learned to the Chief Executives' Group.

### **15.2 Programme and Project Evaluation**

- 15.2.1 Evaluation of the impact of the City Deal is a fundamental requirement that is written into the City Deal Agreement.
- 15.2.2 In order to evaluate the overall City Deal Programme, evaluation activity will be required at both Programme and Project-level.
- 15.2.3 Programme-level evaluation activity and reporting will focus on: the summation (where appropriate) of Project-level evaluation findings to provide overall Programme results; the identification and synthesis of key messages/themes from Project-level activity; and Programme-level economic impact assessment and modelling.
- 15.2.4 The PMO will lead on the development and delivery of Programme-level evaluation reports. Member Authorities and Third Parties will be required to provide information, including individual Project evaluation information, as required by the PMO for Programme evaluation tasks, including preparation for Gateway Reviews.
- 15.2.5 In order to allow for Programme-level evaluation, all Projects require to develop and implement individual Project evaluation plans.
- 15.2.6 These Project-level evaluation plans should outline how and when the achievement of each of

the benefits stated within the Project OBC(s) will be assessed/evaluated.

- 15.2.7 A proportionate approach to Project-level evaluation is expected, with larger scale investments, which typically generate a wider variety of benefits, requiring more evaluation activity than smaller scale investments with fewer benefits.
- 15.2.8 Evaluation methodologies/activities should be suited to the nature of the Project and the anticipated outputs, outcomes and impacts of the project. This is likely to require a bespoke approach to post project monitoring and evaluation to be developed and could include matters such as transport /traffic monitoring activities, environmental benefits, job creation numbers, investment leveraging, etc.
- 15.2.9 While the evaluation methodologies/activities will differ proportionately depending on the nature and scale of the Project, all Projects will require to include an Economic Impact Assessment within their Project-level evaluation plan. Further guidance on evaluation methodologies is included within the Benefits Realisation Management Framework.
- 15.2.10 The benefits which have been realised during project construction (including Community Benefits) and post construction (operational benefits) of Projects will also be captured through the delivery of Project and Programme evaluation. These will be reported in Annual Performance Reports and Gateway reports.

### **15.3 Gateway Reviews**

- 15.3.1 UK Government and Scottish Government funding will be unlocked in five-year funding blocks, on an agreed funding profile, to support the delivery of the Infrastructure Programme. In the first five years the UK and Scottish Governments provided the Region with total capital grant of £150 million (2015/16 to 2019/20). This consisted of five annual payments of £30 million (£15 million from the UK Government and £15 million from Scottish Government). The remaining £850 million of funding will be conditional on local partners demonstrating: robust governance of the City Deal; a clear record of infrastructure Project delivery; and evidence that Projects provide good value for money at the local and national levels, as determined by the criteria set out in this Assurance Framework.
- 15.3.2 The formal process for agreeing the release of future grant will be a series of 5-yearly Gateway Reviews, which commenced in 2019. Gateway Review 1 was conducted by the National Evaluation Panel and reported to Government. In total there will be three Gateway Reviews that will unlock the full £1 billion of funding from the UK and Scottish Governments.
- 15.3.3 Gateway Review 1 took place in December 2019 and unlocked £250 million of payments for 2020/21 – 2024/25. The requirements for Gateway Review 1 were set out by the National Evaluation Panel and are included in: the National Evaluation Framework; the Local Evaluation Framework; and the Local Evaluation Plan.
- 15.3.4 Gateway Review 2 is scheduled to take place in May 2024 and if successfully passed will unlock £300 million of payments for 2025/26 – 2029/30. The second Gateway Review will focus on overall economic performance in the 10 years since the Glasgow City Region Infrastructure Fund became operational, factoring in the impact of the planned Programme of investment.
- 15.3.5 Gateway Review 3 is scheduled to take place in May 2029 and if successfully passed will unlock £300 million of payments for 2030/31 – 2034/35. The third Gateway Review will follow a similar process to Gateway Review 2, taking into account wider economic conditions.
- 15.3.6 An internal review of the Programme will be undertaken by the PMO in the year preceding the 5-yearly Gateway Reviews. The review will follow best practice guidance on programme management reviews such as that set out by the Office of Government Commerce and will include a self-assessment against the governance requirements set out in Audit Scotland's 'Review of Major Capital Projects in Scotland: Good Practice Checklist for Public Bodies (2008)'. The review will assist with the preparation of the materials required for the 5-yearly



Gateway Reviews.

## Appendix 1: Roles, Remit and Membership of Governance Groups and Bodies

Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
<b>City Deal Programme Committees</b>			
<b>Glasgow City Region Cabinet</b>	<p><b>Remit:</b></p> <ul style="list-style-type: none"> <li>To determine the Strategic Economic Development priorities for the Glasgow City Region;</li> <li>To deliver the City Deal;</li> <li>To deal with any other areas of activity as are delegated to it by the Member Authorities.</li> </ul> <p>(The above are the Functions of the Cabinet as set out in the Joint Committee (Cabinet) Agreement).</p> <p><b>City Deal Decision Making Rights:</b></p> <ul style="list-style-type: none"> <li><b>Approves:</b> Strategic Business Cases, Outline Business Cases and Full Business Cases (where these have been referred by Chief Executives' Group).</li> <li><b>Approves:</b> remits of the Independent Commission on Urban Growth</li> </ul>	<p><b>Members:</b></p> <p>Cllr Vaughan Moody and Cllr Andrew Polson (Joint Leaders), East Dunbartonshire Council (EDC)  Cllr Tony Buchanan, East Renfrewshire Council (ERC)  Cllr Susan Aitken, Glasgow City Council (GCC) (Chair)  Cllr Stephen McCabe, Inverclyde Council (IC)  Cllr Jim Logue, North Lanarkshire Council (NLC)  Cllr Iain Nicolson, Renfrewshire Council (RC) Cllr John Ross, South Lanarkshire Council (SLC) Cllr Jonathan McColl, West Dunbartonshire Council (WDC)</p> <p><b>Attendees:</b> Chief Executives  Director of Regional Economic Growth  Others, as appropriate.</p>	<p><b>Meeting Frequency:</b>  Quarterly</p> <p><b>Recorded:</b> Yes</p> <p><b>Published:</b> Yes</p> <p><b>Remit Approved by:</b>  Member Authorities as part of the Joint Committee Agreement.</p> <p><b>Approval Date:</b>  January 2015</p>
<b>Cabinet Advisory Groups</b>			

Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
<p><b>Commission on Economic Growth</b> (also referred to as the Independent Commission on Urban Economic Growth)</p>	<p><b>Remit:</b></p> <ul style="list-style-type: none"> <li>To act as the principal economic adviser to the Cabinet and to provide input to the National Panel as it develops evaluation methodologies.</li> <li>To link with the both the UK and Scottish Governments, recognising their key policy objectives, whilst acknowledging the key policy and delivery roles of Member Authorities and their partners.</li> </ul> <p><b>City Deal Decision Making Authority:</b> Not Applicable. Advisory only.</p>	<p><b>Members:</b> Professor Sir Anton Muscatelli (Chair) Professor Alan McGregor Alison Muckersie Des McNulty Professor Duncan MacLennan Professor Graeme Roy Professor Sara Carter</p> <p><b>Attendees:</b> PMO representatives</p>	<p><b>Meeting Frequency:</b> Quarterly</p> <p><b>Recorded:</b> Yes</p> <p><b>Published:</b> No</p>

Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
<b>Chief Executives' Group</b>	<b>Remit:</b> <ul style="list-style-type: none"> <li>• To take operational responsibility individually for the delivery of City Deal activity within their local authority area &amp; collectively for Glasgow City Region City Deal activity.</li> <li>• To ensure that an effective monitoring &amp; evaluation framework is in place at both a Project and Programme level, and that each Member Authority is delivering upon its requirements needed to successfully pass the Gateway Review Process.</li> <li>• To have responsibility on a collective basis for the overall supervision &amp; management &amp; for the monitoring of the performance of the PMO City Deal.</li> <li>• To meet in advance of Cabinet to propose a programme of work for the Cabinet.</li> <li>• To individually prepare briefings for respective Leaders.</li> <li>• To provide strategic direction and manage the input of the working groups.</li> </ul>	<b>Members:</b> Annemarie O'Donnell, Chief Executive (GCC) (CHAIR) Gerry Cornes, Chief Executive (EDC) Lorraine McMillan, Chief Executive (ERC) Louise Long, Chief Executive (IC) Des Murray, Chief Executive (NLC) Alan Russell, Chief Executive (RC) Cleland Sneddon, Chief Executive (SLC) Joyce White, Chief Executive (WDC)  <b>Attendees:</b> Director of Regional Economic Growth Others, as invited	<b>Meeting Frequency:</b> Six-weekly <b>Recorded:</b> Yes <b>Published:</b> No <b>Role &amp; Remit:</b> Agreed April 2018

Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
	<p><b>City Deal Decision Making Authority:</b>  <b>Approves:</b> Full Business Cases for Projects with an Outline Business Case approved by Cabinet, provided the PMO and Chief Executives' Group is satisfied that all appropriate criteria have been met and the FBC does not represent a substantial change from the approved OBC. The Chief Executives' Group may choose to refer Full Business Cases to Cabinet for approval.  <b>Approves:</b> Change Control Requests where the proposed changes could be considered moderate.  <b>Approves:</b> the membership and responsibilities of the Support Groups.</p>		
<b>Scottish and UK Government Groups</b>			
<p><b>Programme Liaison Group</b></p>	<p><b>Remit:</b></p> <ul style="list-style-type: none"> <li>• Facilitate joint working between Glasgow City Region Cabinet, UK and Scottish Governments.</li> <li>• Provide a mechanism to ensure that the Glasgow City Region Cabinet, UK and the Scottish Governments are meeting their commitments in the City Deal Document and associated implementation.</li> <li>• Enable all partners to challenge one another if City Deal delivery is not on track and agree mitigating actions. These will be taken forward by the PMO in accordance with this Framework.</li> <li>• Provide a forum to highlight successes.</li> <li>• Ensure funding provided as part of this City Deal is being drawn down and spent according to agreed funding profiles</li> <li>• Ensure that the economic impact of the City Deal is monitored and evaluated with input as appropriate from the Independent Commission on Urban Economic Growth as detailed below.</li> </ul> <p><b>City Deal Decision Making Authority:</b></p>	<p><b>Members:</b>  Rachel Phillips, Scottish Govt; Christine Johnstone, Scottish Govt; Craig Birrell, Scotland Office; Kevin Rush, PMO; Jane Thompson, PMO; Paul Kilby, PMO.</p> <p><b>Attendees:</b>  The Scottish and UK Governments, or the Cabinet may invite a representative of the Commission on Economic Growth to PLG meetings. Any such invite is subject to approval of all three parties.</p>	<p><b>Meeting Frequency:</b>  Quarterly  <b>Recorded:</b>  Yes  <b>Published:</b> No</p>

Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
	<ul style="list-style-type: none"> <li>• <b>Agree:</b> mitigating actions where City Deal delivery is not on track with these actions taken forward by the PMO in accordance with this Framework.</li> <li>• <b>Endorse:</b> Key Supporting Governance Documents and changes to the AF during year.</li> </ul>		
<b>Scottish City Region and Growth Deal Delivery Board</b>	<p><b>Remit:</b></p> <ul style="list-style-type: none"> <li>• Monitoring and supporting the successful implementation of Scottish City Region Deals and growth deals from the point of signing Heads of Terms by assessing delivery against agreed implementation plans.</li> <li>• Oversee and support the development of project business cases having reached the stage of Heads of Terms and where relevant coordinate their final approval with Ministers.</li> </ul> <p><b>City Deal Decision Making Authority:</b></p> <ul style="list-style-type: none"> <li>• <b>Agreeing</b> common Government positions and/or required mitigations to manage developing issues, risks or any slippage to a Deal or specific project.</li> </ul>	<p><b>Members:</b></p> <ul style="list-style-type: none"> <li>• Scottish Government, Economic Development, Deputy Director (Joint Chair)</li> <li>• UKG Scotland Office Deputy Director (Joint Chair)</li> <li>• UKG Cities and Local Growth Unit Deputy Director</li> <li>• HMT / Scottish Government Finance</li> <li>• Transport Scotland and other UKG/SG departmental/directorate/agency representatives</li> <li>• Other UKG/SG departmental/directorate representatives as required</li> </ul> <p><b>Attendees:</b> as appropriate</p>	<p><b>Meeting Frequency:</b> Quarterly</p> <p><b>Governed by UK and Scottish Governments.</b></p>

Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
<b>City Deal Support Groups</b>			
<b>Audit Support Group</b>	<ul style="list-style-type: none"> <li>To support the delivery of the City Deal and share audit knowledge, information and best practice between the Member Authorities;</li> <li>To ensure the audit teams within Member Authorities are aware of the City Deal governance structure and the internal audit requirements;</li> <li>To support the audit teams within each member authority in relation to the audit work required to determine the level of assurance to be applied in the Annual Assurance Statement;</li> <li>To provide feedback to the City Deal Lead Officers' Group and the PMO on the work of the group;</li> <li>To identify any reports to escalate to the Chief Executives' Group and the Cabinet;</li> <li>To consider collaborative opportunities across the Region.</li> </ul>	<p>William Hart, GCC (Chair); Jacqueline Wood, GCC; Francis Scott, GCC; Gillian McConnachie, EDC; Michelle Blair, ERC; Andi Priestman, INV; Ken Adamson, NLC; Andrea McMahon, REN; Yvonne Douglas, SLC; Andi Priestman, WDC</p> <p><b>Attendees:</b> Others, as required</p>	<p><b>Meeting Frequency:</b> Twice annually  <b>Recorded:</b> Yes  <b>Published:</b> No  <b>Remit Approval Date:</b> April 2016</p>
<b>Communication and Marketing Group</b>	<ul style="list-style-type: none"> <li>To support the development and delivery of a Communication and Marketing Strategy for both the City Deal and Glasgow City Region, and activities in relation to it;</li> <li>To agree City Deal and City Region brand usage;</li> <li>To agree tone of voice, look &amp; feel of key strategic City Deal and City Region documents;</li> <li>Reputation Management.</li> </ul>	<p><b>Members:</b>  Colette Keaveny (Chair), City Deal PMO;  Nicola Gray, City Deal PMO;  Angela Fegan, EDC; Graeme Smith, ERC;  Catherine McKay, (ERC);  Colin EdgarGCC;  Paul Kane, (GCC); Lindsay Richardson, (GCC)  George Barbour, INV; Stephen Penman, NLC;  Lucy Adamson, REN;  David Christie, (REN); Tom Little, SLC,  Lauren Crooks, WDC;  Graham Bissell, UK Government;  Michael McHue, Scottish Government.</p> <p><b>Attendees:</b> As required</p>	<p><b>Meeting Frequency:</b> Six weekly  <b>Recorded:</b> Yes  <b>Published:</b> No  <b>Remit Approval Date:</b> 09/2016</p>

Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
<b>Economic Intelligence Support Group</b>	<ul style="list-style-type: none"> <li>• provide economic intelligence support to the City Region Cabinet and the Regional Partnership;</li> <li>• support the economic intelligence needs of the City Deal Programme;</li> <li>• support the development of a Regional Modelling Framework;</li> <li>• coordinate and facilitate research/evaluation activity between Regional Partners and academic institutions; and</li> <li>• share existing, and develop new, sources of Regional data, information and intelligence.</li> </ul>	<b>Members:</b> Richard Cairns, Chair (WDC) Paul Zealey, Skills Development Scotland, Bruce Whyte, Glasgow Centre Population Health;; Mairi Spowage, Fraser of Allander Institute; Stuart Tait, Clydeplan; Bruce Kiloh, Strathclyde Partnership for Transport; Jane Thompson, City Deal Programme Management Office; Paul Kilby, City Deal Programme Management Office; Andrew Robertson, Intelligence Hub; David Boyle, Intelligence Hub; Christina Kopanou, Intelligence Hub;; Natalie Hemmings, Scottish Government;; Deborah Shipton, Public Health Scotland; Laura Bell, Glasgow Centre for Science and Innovation.	<b>Meeting Frequency:</b> Six-weekly <b>Recorded:</b> Yes <b>Published:</b> No
<b>Decarbonisation Cost Group</b>	<ul style="list-style-type: none"> <li>• provide carbon advisory to the City Deal Programme;</li> <li>• liaise with Scottish and UK Governments in respect of carbon regulations</li> <li>• provide guidance in respect of carbon regulations</li> </ul>	<b>Members:</b> Lewis Barlow (Scottish Government) Including members for the following City Deals: <ul style="list-style-type: none"> <li>– Ayrshire Growth Deal</li> <li>– Tay Cities Deal</li> <li>– Moray Growth Deal</li> <li>– Belfast Region City Deal</li> <li>– Rural Growth Deal for Argyll</li> <li>– North Wales Growth Deal</li> </ul>	<b>Meeting Frequency:</b> Four-weekly <b>Recorded:</b> No <b>Published:</b> No



<b>Finance Strategy Group</b>	<ul style="list-style-type: none"> <li>• To monitor financial programme progress and report on Finance matters</li> <li>• To review financial Risks and Issues associated with the programme.</li> <li>• Where required to recommend application of grant rules to the Chief Executives' group and to recommend the resultant grant allocations</li> <li>• To agree consistency in the applications of accounting approaches and regulations</li> <li>• To liaise with Scottish and UK Governments in respect of financial matters</li> <li>• To agree a workplan associated with the Finance stream for the PMO.</li> <li>• To assist with the monitoring of the programme against the milestone criteria.</li> <li>• To offer advice to CEG and CAB on all financial matters.</li> <li>• To review the financial governance matters within the Assurance Framework and associated guidance notes.</li> </ul>	<b>Members:</b> <ul style="list-style-type: none"> <li>• Martin Booth, Executive Director of Finance, Glasgow City Council</li> <li>• Jamie Robertson, Chief Finance Officer, East Dunbartonshire Council</li> <li>• Margaret McCrossan, Head of Accountancy (Chief Financial Officer), East Renfrewshire Council</li> <li>• Alan Puckrin, Chief Finance Officer, Inverclyde Council</li> <li>• Elaine Kemp, Head of Financial Solutions, North Lanarkshire Council</li> <li>• Alastair MacArthur, Acting Director of Finance and Resources, Renfrewshire Council</li> <li>• Paul Manning, Executive Director of Finance, South Lanarkshire Council</li> <li>• Laurence Slavin, Strategic Lead Resources, West Dunbartonshire Council</li> <li>• Valerie Davidson, SPT</li> </ul> <b>Attendees:</b> Director of Regional Economic Growth, Assistant Head PMO; PMO Finance Manager; Corporate Finance Chief Accountant. Others as	<b>Meeting Frequency:</b> Six-weekly <b>Recorded:</b> Yes <b>Published:</b> No
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<b>Group</b>	<b>Remit and City Deal Decision Making Rights</b>	<b>Members and Attendees</b>	<b>Governance</b>
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<p><b>Lead Officers' Group</b></p>	<ul style="list-style-type: none"> <li>• Focus on City Deal Project / Programme requirements.</li> <li>• To have a full understanding of their Local Authority City Deal Projects &amp; to work in collaboration with the other Lead Officers to achieve cumulative Programme objectives.</li> <li>• To provide progress reports on Projects for which they are responsible, including updates on GVA growth in their areas and to review, monitor and report on risks in relation to Projects.</li> <li>• To escalate issues in terms of Project or Programme delivery.</li> <li>• To support the CEG, the PMO and the Cabinet.</li> <li>• To collaborate to achieve the overall GCV City Deal Programme objectives.</li> <li>• To participate in data collection for Gateway reviews</li> <li>• To be the lead contact for / to champion the GCV City Deal Programme within their LA.</li> <li>• To identify, provide direction to and work alongside any required support groups.</li> <li>• To receive regular updates on City Deal Programme, Intelligence Hub, Regional Economic Strategy (including Portfolio Groups) activity ahead of all Chief Executive and Regional Partnership meetings.</li> </ul>	<p><b>Members:</b>  Heather Holland (EDC)  David Gear (EDC_  Elaine Rodger (ERC)  Michelle McGuckin (ERC)  Jonathan Brown (GCC)  Jennifer Horn (INV)  Stuart Jamieson (IC)  Lyndsay Noble (NLC)  Barbara Walker (RC)  Ken Meek (SLC)  Michael McGuinness (WDC)</p> <p><b>Attendees:</b> Jane Thompson (PMO), PMO team as required</p> <p>LOG Chair rotated between Member Authorities on a 3-4 monthly cycle</p>	<p><b>Meeting Frequency:</b>  Four weekly  <b>Recorded:</b> Yes  <b>Published:</b> No  <b>Approval Date:</b> Update approved April 2018.</p>
<p><b>Legal Network</b></p>	<p><b>Remit:</b></p> <ul style="list-style-type: none"> <li>• To develop documents and guidance on specific legal aspects of the City Deal Programme and Projects.</li> </ul>	<p>Karen Donnelly, EDC; Joe Abrami, ERC; Michelle McGowan, GCC; Vicky Pollock, INV; Fiona Ekinli, NLC; Veronika Prag, REN; Geraldine McCann, SLC; Alan Douglas, WDC</p>	<p><b>To meet when required</b></p>

<p><b>Procurement Support Group</b></p>	<p><b>Remit:</b></p> <ul style="list-style-type: none"> <li>• Provide operational support &amp; guidance to the Sustainable Procurement Strategy Group</li> <li>• Liaise within own organisation for regional approach and actions over and above the City Deal to feed information through at different levels and provide feedback to PSG from own authority.</li> <li>• Compliance with the Sustainable Procurement Duty</li> <li>• Compliance /adherence to current policies / changes to legislation / new developments</li> <li>• Provide feedback, updates and recommendations to: Programme Management Office; Strategic Procurement Group; Lead Officers Group; Chief Executive Group; and GCR Cabinet</li> <li>• Develop guidance and standard documentation, review, amend and update</li> <li>• Sharing of knowledge, information, lessons learned and best practice</li> <li>• Targeting of City Deal priority groups</li> <li>• Maximising Community Benefit opportunities</li> <li>• Monitoring and management of the Supply Chain.</li> <li>• Contract management of community benefits monitoring tool</li> <li>• Business Case appraisal support</li> <li>• Forward procurement plans</li> <li>• Early engagement with communities, delivery partners, project leads and suppliers.</li> <li>• Consider collaborative opportunities within group and the region for procurement and community benefits.</li> <li>• Review and identify any additions/suggested revisions to the Programme Risks Register and Programme Issues Log.</li> </ul>	<p><b>Members:</b></p> <p>Dorothy Balfour, NLC (Chair); Anita Jane Smith, City Deal PMO; Jane Thompson, City Deal PMO; Paul Kilby, City Deal PMO; Richard Horbury, EDC; Graham Gamble, EDC; Kirsty Chisolm, EDC; Lorna Wallace, ERC; Vanessa Fordyce, ERC; Jim Rankin, GCC; Mandy Dowling, GCC; Kim MacKenzie, GCC; David Aitken, INV; Rebecca Park, REN; David Anderson, SLC, Laura Adams, WDC; Jo Winterbottom, City Deal PMO; Colette Keaveny, City Deal PMO; Grace Murphy, City Deal PMO; Valerie McNeice, City Deal PMO;</p>	<p><b>Meeting Frequency:</b> 2-monthly</p> <p><b>Recorded:</b> Yes</p> <p><b>Published:</b> No</p> <p><b>Remit</b></p>
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Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
<b>Sustainable Procurement Strategy Group</b>	<p><b>Remit:</b></p> <ul style="list-style-type: none"> <li>• Oversight of the development monitoring and evaluation of the GCR Sustainable Procurement Strategy.</li> <li>• Regional coherence for the enactment of the Sustainable Procurement Duty.</li> <li>• Act as a steering group that links the member authority, to region and to national strategy.</li> <li>• Strategic Engagement on: <ul style="list-style-type: none"> <li>○ National/Regional Sustainable Procurement &amp; Community Benefit Strategy and Policy;</li> <li>○ Business/sector needs and operating environment.</li> </ul> </li> <li>• Sharing of procurement data/information/research to: <ul style="list-style-type: none"> <li>○ inform strategy/service development;</li> <li>○ benchmark Regional performance.</li> </ul> </li> <li>• Knowledge exchange between the partners, including the role of procurement in supporting: <ul style="list-style-type: none"> <li>○ Inclusive Growth;</li> <li>○ Low Carbon/Clean Growth;</li> <li>○ Climate Change;</li> <li>○ Equality and diversity outcomes; and</li> <li>○ Community Wealth Building.</li> </ul> </li> <li>• To share information and maximise opportunities to collaborate on supplier development activity</li> <li>• To share information and maximise opportunities to access available funding</li> </ul>	<p><b>Members:</b></p> <p>David Macleod, CITB; Gary Stewart(Chair), GCC; Grace Murphy, City Deal PMO; Anita Jane Smith, City Deal PMO; Andrew Robertson, City Deal PMO; Jane Thompson, City Deal PMO; Paul Kilby, City Deal PMO; Colette Keaveny, City Deal PMO; Val McNeice, City Deal PMO; Dorothy Balfour, NLC; Jo Mitchell, Scottish Gov; Gillian Cameron, SLC; Fiona Hughes, Strathclyde Uni; Lisa Buck, NHS;</p>	<p><b>Meeting Frequency:</b> Quarterly</p> <p><b>Recorded:</b> Yes</p> <p><b>Published:</b> No</p> <p><b>Remit Approved by:</b> Lead Officers' Group</p>
<b>City Region</b>			
<b>Special Cabinet</b>	<ul style="list-style-type: none"> <li>• To provide political oversight of the work of the Regional Partnership;</li> <li>• To discuss progress on delivering the GCR Regional Economic Strategy and driving forward regional</li> </ul>	<p><b>Members:</b></p> <p>Councillor Vaughan Moody, EDC Councillor Tony Buchanan, ERC Councillor Susan Aitken, GCC (Chair)</p>	<p><b>Meeting Frequency:</b> Six monthly</p>

Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
	<p>collaboration between the Member Authorities and the Scottish &amp; UK Governments.</p>	<p>Councillor Stephen McCabe, IC  Councillor Jim Logue, NLC  Councillor Iain Nicolson, RC  Councillor John Ross, SLC  Councillor Jonathan McColl, WDC  Ministers from the Scottish and UK Governments</p> <p><b>Attendees:</b> Chief Executives  Director of Regional Economic Growth  Others, as appropriate</p>	<p><b>Recorded:</b>  Yes  <b>Published:</b>  Yes  <b>Remit</b>  <b>Approved by:</b>  <b>Cabinet</b>  <b>Remit</b>  <b>Approval</b>  <b>Date:</b> April 2018</p>
<p><b>Glasgow City Region Education Committee</b></p>	<ul style="list-style-type: none"> <li>• To set the strategic priorities for the Glasgow City Region Improvement Collaborative, aligning with the priorities and key drivers set out in the National Improvement Framework.</li> <li>• To review progress of the Plan and its impact. To ensure the City Region Improvement Plan supports the principles and ambitions of Glasgow City Region's vision and Economic Action Plan.</li> <li>• To provide updates to Cabinet.</li> </ul>	<p><b>Members:</b>  Cllr Jim Goodall, EDC; Alan Lafferty, ERC; Cllr Chris Cunningham, GCC; Cllr Jim Clocherty, INV; Cllr Frank McNally, NLC; Cllr Jim Paterson (CHAIR) REN; Cllr Katy Loudon, SLC; Cllr Karen Conaghan, WDC</p> <p><b>Attendees:</b> Director of Education / Chief Education Officer of each member local authority will attend each meeting</p>	<p><b>Meeting Frequency:</b>  Quarterly  <b>Recorded:</b> Yes  <b>Published:</b> Yes  <b>Remit</b>  <b>Approved by:</b>  Cabinet  <b>Remit</b>  <b>Approval</b>  <b>Date:</b> Dec 2017</p>
<p><b>Glasgow City Regional Partnership</b></p>	<ul style="list-style-type: none"> <li>• To maximise economic growth in the Glasgow city region;</li> <li>• To ensure inclusive growth measures are incorporated into all activity;</li> <li>• To identify new ways of working to maximise outcomes;</li> <li>• To monitor delivery of the Glasgow City Region Economic Strategy and Action Plan;</li> <li>• To review the Economic Strategy and Action Plan at regular intervals;</li> <li>• To maximise funding opportunities; and</li> </ul>	<p><b>Members:</b>  The Chief Executives' Group members; Laurence Rocky/Rebecca Hackett (Sub), UK Gov; Mary McAllan, Scottish Gov; Damien Yeates/Chris Brodie (Sub), Skills Development Scotland; Hugh Gillies/Fiona Brown (Sub), Transport Scotland; Claire Sweeney, Public Health Scotland; Ian Bruce, Glasgow Centre Volunteer Service</p>	<p><b>Meeting Frequency:</b>  Quarterly  <b>Recorded:</b>  Yes  <b>Published:</b> No  <b>Role &amp; Remit:</b>  <b>Remit</b>  <b>Approved by:</b>  Draft approved</p>

Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
	<ul style="list-style-type: none"> <li>• To actively promote collaboration and partnership working between the 8 Member Authorities, Scottish and UK Government, their agencies, private sector and academia to deliver shared economic priorities.</li> <li>• Co-ordination and co-designing joint investment proposals/packages for funders (private/public and third sector) with input from all key Partners</li> <li>• To monitor the City Deal Dependency Register.</li> </ul>	<p>Stuart Patrick, Glasgow Chamber of Commerce; Des McNulty, Commission on Economic Growth; Kris Krasnowski, (UK GOV); Craig Birrell, (UK GOV)</p> <p><b>Attendees:</b> Director of Regional Economic Growth; Others, as invited</p>	<p>by Cabinet April 2018.  <b>Remit Approval Date:</b> Final version approved by Regional Partnership 31<sup>st</sup> October 2018.</p>
<p><b>Economic Delivery Group</b></p>	<ul style="list-style-type: none"> <li>• To be responsible for the delivery and implementation of the actions within the Regional Economic Action Plan</li> <li>• To clear all reports prior to their submission to the Glasgow City Regional Partnership.</li> <li>• To take the lead role in engaging with colleges and universities, and with Community Planning Partnerships.</li> </ul>	<p><b>Members:</b>  Alasdair Morrison, REN; Heather Holland, EDC; David Gear, EDC; Lyndsay Noble, NLC; Pamela Humphries, NLC; Yvonne Weir, NLC; Pauline Elliott, SLC; Michael McKernan, ERC; Elaine Rodger, ERC; Stuart Jamieson, INV; Sharon Thomson, GCC; Anne Murray, GCC; Mike McNally, GCC; Rachel Phillips, Scottish Gov; Christine Johnston, Scottish Gov;; Kris Krasnowski/Craig Birrell UK Govt; Stuart Tait, Clydeplan; Dorothy McDonald, Clydeplan; Paul Zealey, SDS; Gillian Adam, Scottish Enterprise; Stephen Frew, Scottish Enterprise; Kevin Rush, GCR PMO; Jane Thompson, GCR PMO; Paul Kilby, GCR PMO; Andrew Robertson, GCR PMO; Val Mcneice, GCR PMO; Richard Cairns, GCR</p>	<p><b>Meeting Frequency:</b> Quarterly / As required  <b>Recorded:</b> Yes  <b>Published:</b> No  <b>Remit Approved by:</b> Cabinet  <b>Approval Date:</b> April 2018</p>

<p><b>Education Improvement Collaborative (also known as the West Partnership)</b></p>	<ul style="list-style-type: none"> <li>To prepare / deliver the GCR Education Improvement Plan, agreeing priority areas for collaboration, commissioning work streams and receiving reports from work stream leads.</li> </ul> <p><b>Mhairi Shaw (ERC), Regional Lead Officer;</b> Maureen McKenna (GCC), Improvement Lead; Laura Mason (WDC), Early Learning and Childcare Lead; Tony McDaid (SLC), Learner Journey Lead</p>	<p><b>Members:</b> Member Authority Education Directors &amp; a representative from Education Scotland. Greg Bremner (EDC); Mark Ratter (ERC) (Douglas Hutchison (GCC); Ruth Binks, (IC); Derek Brown, (NLC); Steven Quinn,(Ren); Tony McDaid – Lead Officer, Learner Journey (SLC); Laura Mason – Lead Officer, Early Learning &amp; Childcare (WDC)</p> <p><b>Attendees:</b> From other council services and partner agencies when required</p>	<p><b>Meeting Frequency:</b> Six weekly <b>Recorded:</b> Yes <b>Published:</b> No <b>Remit approved by:</b> Cabinet <b>Remit Approval Date:</b> August 2017</p>
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Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
<b>Portfolio Groups</b>			
<p><b>Enterprise Portfolio</b></p> <p>(Theme – Business)</p> <p>Lead Authority: Renfrewshire</p>	<ul style="list-style-type: none"> <li>To ensure the development and delivery of the City Region Economic Strategy by championing the needs of business and enterprise. This portfolio has dependencies with Skills &amp; Employment; Inward Investment and Tourism Portfolios and will work with them to ensure cross-cutting objectives are delivered. An Enterprise Action Plan sets out the key priorities to achieve City Region wide business support.</li> </ul> <p><b>Portfolio Lead:</b> Councillor Iain Nicolson (RC)  <b>Chief Executive:</b> Alan Russell (RC)  <b>Lead Officer:</b> Alasdair Morrison (RC)</p>	<p><b>Members:</b>  Alasdair Morrison (Chair), RC; David Gear, EDC; Michael McKernan, ERC; Graham Smith, GCC; Jackie Hill, GCC; Stuart Jamieson, INV; Jennifer Horn, INV; Yvonne Weir, NLC; Ruth Cooper, REN; Colette Saez, REN; Michele Galbraith, REN; Stephen Keating, SLC; Gillian Scholes, WDC; Alison Munro, Scottish Enterprise;  Paul Kilby, PMO; Andrew Robertson, Intelligence Hub; Jane Thompson, PMO; Jo Winterbottom, PMO; Grace Murphy, PMO; Valerie McNeice, PMO</p>	<p><b>Meeting Frequency:</b> Quarterly  <b>Recorded:</b> Yes  <b>Published:</b> No  <b>Remit Approval Date:</b> Revised May 18</p>
<p><b>Housing and Equalities Portfolio</b></p> <p>(Theme – People)</p> <p>Lead Authority: West Dunbartonshire</p>	<ul style="list-style-type: none"> <li>To respond on behalf of the Cabinet on announcements that relate to their policy portfolio;</li> <li>To lead conversations on behalf of Cabinet on with Government on issues that relate to the delivery of City Deal Cabinet policy objectives, as established as part of an agreed portfolio work plan;</li> <li>To represent Cabinet in political engagement at Scottish Government Cabinet Secretary/ Ministerial Level;</li> <li>To deliver allocated RES Actions.</li> </ul> <p><b>Portfolio Lead:</b> Councillor Jonathan McColl (WDC)  <b>Chief Executive:</b> Joyce White (WDC)  <b>Lead Officer:</b> Richard Cairns (WDC)</p>	<p><b>Members:</b>  CHAIR: Joyce White, Chief Executive (WDC); Grant Mackintosh (EDC); Iain Brodie, (EDC); Phil Daws (ERC); Lisa Burrett, ERC; Andrew Cahill, (ERC); Michelle Mundie, (GCC); Martin McNab (IC); Drew Hall, (IC); Roisin Dillon, (IC); Janet Stitt, (IC); Pamela Humphries (NLC); Margaret Kelly, (NLC); Fraser Carlin (RC); Lesley Muirhead, (RC); Kevin Dalrymple (RC); Annette Finnan, (SLC); Peter Barry/Richard Cairns (WDC); Prof Duncan MacLennan, GLA UNI; Prof Ken Gibb, GLA UNI; Paul Kilby, GCR; Andrew Robertson, GCR; Stuart Tait (Clydeplan</p>	<p><b>Meeting Frequency:</b> Quarterly  <b>Recorded:</b> Yes  <b>Published:</b> No  <b>Remit Approval Date:</b> Aug 16</p>



<p><b>Infrastructure and Assets Portfolio</b></p>	<ul style="list-style-type: none"> <li>To ensure the development and delivery of the City Region Economic Strategy by championing the needs of infrastructure and assets. This portfolio has</li> </ul>	<p>Members:  Lorraine McMillan, Chief Executive (ERC);  Andy Cahill (ERC); Gillian McCarney, ERC;  Catherine McKay, Michelle McGuckin (ERC);  ERC; Nicole Paterson, NLC; Gavin Hutton RC;  Gordon McNeil (RC);; Pauline Elliot (SLC);  Tony Finn, (SLC); Christine Francis, GCC;  Allan McDonald, IC; Vince McNulty, EDC;  Anne McLister, GCR; Colin Birchenall, SG Digital Office;  Stuart Tait, Clydeplan; Dorothy McDonald, Clydeplan;</p>	<p><b>Meeting Frequency:</b> 2 monthly, as required</p>
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Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
(Theme – Place) Lead Authority: East Renfrewshire (ERC)	dependencies with Transport & Connectivity and will work with them to ensure cross-cutting objectives are delivered. This portfolio covers the communications networks, water and sewage systems, energy plants and other facilities essential for the efficient functioning of the City Region and its economy. <b>Portfolio Lead:</b> Councillor Tony Buchanan (ERC) <b>Chief Executive:</b> Lorraine McMillan <b>Lead Officer:</b> Andy Cahill (ERC)	Robin Campbell, SG; Michael McGuinness, (WDC); Paul Kilby, PMO; Jane Thompson, PMO; Jo Winterbottom, PMO; Grace Murphy, (PMO); Valerie McNeice, (PMO); Christine Downie, (PMO) Representation from 7 Local Authorities	<b>Recorded:</b> Yes <b>Published:</b> No <b>Remit Approval Date:</b> Aug 16
<b>Inward Investment and Economic Growth Portfolio</b> (Theme – Business) Lead Authority: Glasgow	<ul style="list-style-type: none"> <li>To maximise the inward investment (both FDI and Capital) into Glasgow City Region and promote Glasgow City Region to potential inward investors;</li> <li>To develop an integrated inward investment strategy for the Glasgow City Region together with an integrated inward investment product and service offer for the City Region;</li> <li>To engage with public sector bodies, industry bodies and specific interests in order to deliver the above.</li> </ul> <b>Portfolio Lead:</b> Councillor Susan Aitken (GCC) <b>Chief Executive:</b> Anne Marie O'Donnell (GCC) <b>Lead Officer:</b> Richard Cairns (WDC)	Remit covered under Economic Delivery Group (EDG) meetings.	As per Economic Delivery Group arrangements
<b>Land Use and Sustainability Portfolio</b> (Theme – Place) Lead Authority: East Dunbartonshire	<ul style="list-style-type: none"> <li>To ensure the land use dimension of the City Deal is fully considered, and in particular to achieve alignment between the City Deal Programme and Projects, the statutory land use planning policy and related environmental legislation.</li> <li>To ensure that the development and delivery of City Deal Programme and Projects contributes to the Scottish Government's overall purpose relating to sustainable economic growth, delivers social and environmental benefits and avoids harmful environmental impacts while supporting net economic benefit.</li> </ul>	<b>Members:</b> Gerry Cornes, EDC (Chair); Heather Holland, EDC; Laura Babington, EDC; Alison Laurence, EDC; Nial Urquart, EDC Lorna Bowden, NLC; Ewan Curtis, GCC; Andy Dale, GCC; Elaine Moffat, GCC; Sarah Shaw; Kit England, GCC; Sharon Marklow, RC; David Love, RC; Fraser Carlin, RC; Richard Greenwood, ERC; Tony Finn, SCL; Pamela Clifford, WDC; Stuart Jamieson, IC; Alan Williamson, INV; Craig Iles, INV; Alastair Corbett, GCV Green Network; Max Hislop, GCV Green Network; Stuart Tait, Clydeplan; Dorothy McDonald, Clydeplan;	<b>Meeting Frequency:</b> Quarterly <b>Recorded:</b> Yes <b>Published:</b> No <b>Remit Approval Date:</b> Aug 16

Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
	<p><b>Portfolio Lead:</b> Councillor Vaughan Moody (EDC)  <b>Chief Executive:</b> Gerry Cornes (EDC)  <b>Lead Officer:</b> Thomas Glen (EDC)</p>	<p>David Harley, SEPA; Catherine Pearce, Sniffer; Richard Cairns, PMO; Paul Kilby. GCR, Andrew Robertson, GCR.</p>	
<p><b>Skills and Employment Portfolio</b></p> <p>(Theme – People)  Lead Authority: South Lanarkshire</p>	<ul style="list-style-type: none"> <li>To lead the development of a new and innovative skills and employability offer at a Glasgow City Region level within the context of the agreed City Region Economic Development Strategy.</li> <li>To deliver allocated RES Actions</li> <li>To ensure the overall investment in the City Deal Programme delivers the maximum benefits possible in terms of employment opportunities and enhanced skills for the residents of the area, particularly those furthest from the labour market and experiencing disadvantage.</li> </ul> <p><b>Portfolio Lead:</b> Councillor John Ross (SLC)  <b>Chief Executive:</b> Cleland Sneddon (SLC)  <b>Lead Officer:</b> Michael McGlynn (SLC)</p>	<p><b>Members:</b>  <b>Employment Support Group</b>  Drummond Stewart, EDC; Michael McKernan, ERC; Emma Aeppli, ERC; Mike McNally, GCC; Jennifer Horn, INV; Paul Kane, NLC; Ruth Cooper, REN;; Gill Bhatti, SLC; Stephen Brooks, WDC; Jacqui Hughes (Central), DWP; Eileen Mclafferty (West) DWP; Anne Murdoch (SWest), DWP; Anne Shiels (Fair Work), Scottish Gov; Alison Moore (Fair Work), Scottish Gov; Rachel Phillips (Regions for info), Scottish Gov;; Paul Kilby. PMO;) Andrew Robertson (GCR PMO); Grace Murphy, (GCR PMO); Jane Thompson, (GCR PMO); Jo Winterbottom, (GCR PMO); Valerie McNeice, (GCR PMO); Paul Zealey, Skills Development Scotland; Ashleigh McCulloch (DYW Glasgow), DYW Groups;</p> <p><b>Skills Portfolio Group</b>  Michael McGlynn (Chair) SLC;; Paul Kilby, PMO; Gerry Lyons, Education Collaborative; Stewart Nicolson, Education Collaborative; Robin Ashton (Glasgow), Colleges; Ann Baxter (Lanarkshire) Colleges; Sarah Rae (West), Colleges;</p>	<p><b>Meeting Frequency:</b> 6-weekly  <b>Recorded:</b> Yes  <b>Published:</b> No  <b>Remit Approval Date:</b> Aug 1</p>

<p><b>Tourism and Destination Marketing Portfolio</b> (Theme - Business) Lead Authority: Inverclyde</p>	<ul style="list-style-type: none"> <li>• To develop, implement and monitor the Glasgow City Region Tourism and Destination Marketing Strategy as a shared offer throughout the City Region.</li> <li>• To develop an Action Plan to drive forward the actions within the Tourism Strategy aligned to the Regional Economic Strategy.</li> </ul> <p><b>Portfolio Lead:</b> Councillor Stephen McCabe (IC) <b>Chief Executive:</b> Louise Long (IC) <b>Lead Officer:</b> George Barbour (IC)</p>	<p><b>Members:</b> Stuart Jamieson, Chair (IC); George Barbour (IC); Ruth Binks, (IC); Alistair Kyle (EDC) Yvonne Weir (NLC) Jennifer Thomson, (NLC); Yvonne Rogers (SLC); Gillian Scholes (WDC); Elizabeth Hendry. (WDC); Laura Moir (ERC); Andrew McKean (RC); Aileen Crawford, (Glasgow Life); Paul McCafferty, Scottish Enterprise; Lawrence Durden, Skills Development Scotland; Karen Christie, Scottish Tourism Alliance; Marc Crothall, Scottish Tourism Alliance; Gordon Smith, Visit Scotland; Paul Kilby GCRPMO; Andrew Robertson GCR PMO; Jane Thompson, GCR PMO; Jo Winterbottom, (GCR PMO); Grace Murphy, GCR PMO; Valerie McNeice, GCR PMO.</p>	<p><b>Meeting Frequency:</b> Quarterly. <b>Recorded:</b> Yes <b>Published:</b> No <b>Remit Approval Date:</b> Revised May 18</p>
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Group	Remit and City Deal Decision Making Rights	Members and Attendees	Governance
<p><b>Transport and Connectivity Portfolio</b> (Theme – Business) Lead Authority: North Lanarkshire</p>	<ul style="list-style-type: none"> <li>To improve links between communities, jobs, learning and leisure opportunities, thereby enabling goods, services and people to move freely within the Glasgow City Region, nationally and internationally and broadening choice between walking, cycling, driving, sailing and flying.</li> </ul> <p><b>Portfolio Lead: Councillor Jim Logue (NLC)</b> <b>Chief Executive: Des Murray (NLC)</b> <b>Lead Officer: Robert Steenson (NLC)</b></p>	<p><b>Members:</b> Robert Steenson, NLC; Nicola Paterson, NLC; Agnes Kettle, NLC; Lyndsay Noble; (NLC); Gary Wood, (NLC); J McGuire, (NLC); Caron Platt, (NLC); Lesley Ann Biggam, (NLC); Gerard Hannah, REN; George Gillespie, (GCC); Andy Waddell, (GCC); Marshall Poulton, GCC; Christine Francis, GCC; John MacKenzie, (GCC); Colin Park, SLC; Gillian McCarney, ERC; Jane Corrie, (ERC); Thomas McMenamin, (EDC); Gail MacFarlane, IC/WDC; Willie Rennie, (IC) Stuart Jamieson, (IC); Robert Graham, (IC) Raymond Walsh, (WDC); Bruce Kiloh, SPT; Gordon Dickson, SPT; Amy Philips, Transport Scotland; Dorothy McDonald, Clydeplan; Harjinder Gharyal, (GCC Metro);Cristina Ciucci, GCR; Paul Kilby GCRPMO; Andrew Robertson, (GCR PMO); Jane Thompson, (GCR PMO), Jo Winterbottom, (GCR PMO); Grace Murphy, (GCR PMO); Valerie McNeice, (GCR PMO); Christine Downie, (GCR PMO)</p>	<p><b>Meeting Frequency:</b> Bi-monthly <b>Recorded:</b> Yes <b>Published: No</b> <b>Remit Approval Date:</b> Aug 16</p>

## Appendix 2: Key Supporting Governance Documents

Document Name	Description	Approval date of current version / Review schedule (where applicable)	PMO Lead Officer	Approval Body <sup>1</sup> / Consultation Groups <sup>2</sup>
<b>Annual Financial Accounts</b>	Programme Managements Office's audited financial statements including: income and expenditure account and balance sheet.	<b>Approval date of current version:</b> August 2018 <b>Reviewed:</b> Annual by end of September	Jon Allen	<b>Approval:</b> Chief Accounting Officer, Chief Execs and Cabinet <b>Consultation:</b> LOG / FSG
<b>Annual Performance Report (APR)</b>	A draft Annual Performance Report based on the previous year's activity (at both Programme and Member Authority level). This will include content from the Audited Accounts, approved at August Cabinet. This report will form the basis of the Annual Conversation and should follow the Annual Report Template for City Region Deals and include details of: total grant allocated and total actual expenditure; what the cumulative underspend from previous financial year(s) is and total underspend for this financial year; how any underspend is being managed/addressed (e.g. bringing forward Projects); a summary of performance against agreed targets (by target range); a list of key achievements that the total grant allocated has bought; the realisation of benefits across the Programme; recommended actions for the overall Programme.	<b>Approval date of current version:</b> Autumn 2018 (for period April 2017 – March 2018) <b>Reviewed:</b> Annually by 30 August. A final version of the report will be issued at Annual Conversation meeting.	Colette Keaveny	<b>Approval:</b> Cabinet <b>Consultation:</b> LOG / FSG / CEG / Comms Group / PLG. Scottish City Region and Growth Deal Delivery Board as part of Annual Conversation.
<b>Annual Implementation Plan (AIP)</b>	Annual Implementation Plan for the coming financial year includes: targeted milestones/activities and outputs for individual Projects; the Programme Management Office's work plan and reporting dates.	<b>Approval date of current version:</b> April 2017 Cabinet for period April 2017 to March 2018. <b>Reviewed:</b> Annually in Q1 (by 30 June)	Jane Thompson	<b>Approval:</b> Cabinet, <b>Consultation:</b> LOG / FSG / CEG and PLG. To be submitted to Scottish Government City Region Team. The Plan will be reviewed quarterly by the Programme Board. Any deviation from the plan would be agreed in advance as part of the

1 Body which approved first version

2 Groups/entities which review, advise and agree upon document content prior to submitting to the approval body

Document Name	Description	Approval date of current version / Review schedule (where applicable)	PMO Lead Officer	Approval Body <sup>1</sup> / Consultation Groups <sup>2</sup>
				Assurance Framework reporting.
<b>Assurance, Governance and Programme Management FrameworkV2.3 (AF)</b>	The document sets out the assurance, governance and programme management requirements specific to the Glasgow City Region City Deal Agreement and the internal controls which have been put in place to test compliance with these requirements and those within the Infrastructure Fund Grant Offer Letter. It establishes the procedures which the Cabinet will follow in relation to decision making and delivery of the City Deal Agreement.	<b>Approval date of current version:</b> Approved by Cabinet on 10 March 2015 and endorsed by UK and Scottish Governments on 26 March 2015 <b>Reviewed:</b> Annually	Jane Thompson	<b>Approval:</b> Cabinet followed by UK and Scottish Government endorsement. <b>Consultation:</b> LOG / FSG / CEG
<b>Benefit Realisation Management Framework (BRMF)</b>	The Benefits Realisation Management Framework sets out benefits realisation management arrangements at both the Project and Programme levels. The Framework is structured around four key stages in benefits realisation management: identification of benefits; appraisal and review of benefits; management and monitoring of benefits; and the evaluation of benefits realised. The Framework outlines the roles and responsibilities of Member Authorities and the Glasgow City Region Programme Management Office (PMO) during each of the stages and aligns with the principles suggested within both the Green Book and Magenta Book.	<b>Approval date of current version:</b> Yet to be approved. <b>Reviewed:</b> Annual	Paul Kilby	<b>Approval:</b> Cabinet <b>Consultation:</b> CEG / PLG / LOG/ FSG / Commission
<b>Business Continuity Plans</b>	Sets out the City Deal Programme Management Office's continuity plans to ensure core business functions can continue should interruptions occur e.g. IT outages, severe weather etc.	<b>Approval date of current version:</b> February 2018	Jane Thompson	<b>Approval:</b> GCC Corporate Governance Team
<b>Cabinet Procedural Standing Orders</b>	Sets out; when Cabinet meetings shall be held; meeting quorum; minutes; access for the public and press; order of business; Chair's power and duties; motions and amendments; meeting conduct; declaration of interest; voting; voting on appointments; variation, revocation and suspension of standing orders; deputations; sub-committees; scheme of delegation to officers.	<b>Approval date of current version:</b> 13 June 2017 <b>Reviewed:</b> Annually with updates made from time-to-time under Standing Order 35	Maureen Hughes; Michelle Murphy	<b>Approval:</b> Cabinet <b>Consultation:</b> CEG and PLG.

Document Name	Description	Approval date of current version / Review schedule (where applicable)	PMO Lead Officer	Approval Body <sup>1</sup> / Consultation Groups <sup>2</sup>
<b>City Deal Agreement</b>	City Deal Agreement sets out a range of programmes and initiatives that seek to support Glasgow and the Clyde Valley. The document confirms the joint commitment of the eight Member Authorities to ensure full implementation of the Glasgow City Region City Deal and commits them to jointly track progress against milestones and outcomes to ensure implementation and demonstrate success.	<b>Approval date of current version:</b> The Agreement was entered into in August 2014.	Not applicable	<b>Approval:</b> All Glasgow City Region Member Authorities and the Scottish and UK Governments
<b>City Region Sustainable Procurement Strategy 2021</b>	This strategy aims to: <ul style="list-style-type: none"> <li>• combine and build upon the successful collaboration achieved under the previous strategies;</li> <li>• improve social, environmental and economic wellbeing;</li> <li>• take into account developments in the wider policy landscape, such as Fair Work First, Grow Local, community wealth building, the circular economy, how public sector procurement can contribute to carbon reduction and climate adaptation;</li> <li>• extend the collaborative approach to progressive procurement objectives beyond the scope of just the City Deal projects to include wider infrastructure investment; and</li> <li>• to broaden the reach of the strategy to include capital investment by wider Regional economic partners and key anchor institutions</li> </ul>	<b>Approval date of current version:</b> June 2021	Paul Kilby	<b>Approval:</b> Cabinet <b>Consultation:</b> LOG/Legal Network/Procurement Support Group
<b>Communication , Marketing and Stakeholder Engagement Strategy</b>	Strategy setting out partnership approach for delivering excellent public sector communications, positively promoting Glasgow City Region and the City Deal.	<b>Approval date of current version:</b> V2 August 2018 (GCR & City Deal) <b>Reviewed:</b> Two yearly or as required	Colette Keaveny	<b>Approval:</b> Cabinet <b>Consultation:</b> Communications Group
<b>Financial Forecast Table for the Next Financial Year</b>	Glasgow City Region City Deal spending profile for the next financial year by Programme and by individual Project. This should show the annual forecasted expenditure/spending profile over the forthcoming financial year. It will be used as the baseline for monitoring the Deal expenditure for the next	<b>Approval date of current version:</b> <b>Reviewed:</b> Annually in Q2 (by 31 August)	Jon Allen	<b>Approval:</b> Cabinet. <b>Consultation:</b> FSG / To be submitted to SG City Region Team.



Document Name	Description	Approval date of current version / Review schedule (where applicable)	PMO Lead Officer	Approval Body <sup>1</sup> / Consultation Groups <sup>2</sup>
	financial year and should include details of partner spend and forecast spend.			
<b>Gifts and Hospitality Register</b>	Register of any gifts and hospitality offered (regardless of whether accepted or not) to Programme Management Office staff.	<b>Approval date of current version:</b> updated on an ongoing basis	Kevin Rush	<b>Approval:</b> GCC, Finance Department.
<b>Grant Withheld Policy Paper</b>	Agreed rules and procedures in the event a Project or Programme failure results in loss of grant.	<b>Approval date of current version:</b> Autumn 2018	Jon Allen	<b>Approval:</b> Cabinet <b>Consultation:</b> FSG
<b>Infrastructure Grant Acceptance Form</b>	Accountable Body Chief Executive and all Member Authorities Section 95 Officers should sign grant acceptance form and return to Scottish Government confirming agreement to terms of grant.	<b>Reviewed:</b> Annually	Jon Allen	<b>Approval:</b> FSG <b>Consultation:</b> FSG/CEG
<b>Infrastructure Fund Grant Claim Form</b>	Once passdown letters received from all Members the Accountable Body should submit claim to Scottish Government to draw down grant funding for spend to date in current year.	<b>Approval date of current version:</b> March 2019 <b>Reviewed:</b> Annual	Jon Allen	<b>Approval:</b> FSG <b>Consultation:</b> FSG
<b>Infrastructure Fund Grant Offer Letter</b>	The letter from the Scottish Government to the Chief Executive Officer of the Accountable Body offering the annual City Deal Infrastructure Fund grant award for the coming financial year and the terms and conditions which apply to the offer.	<b>Approval date of current version:</b> February 2019 <b>Reviewed:</b> Annual	Jon Allen	<b>Approval:</b> Accountable Body Chief Executive and all Member Authorities Section 95 Officers <b>Consultation:</b> FSG/LOG
<b>Infrastructure Fund Passdown Letter</b>	Once grant acceptance form returned Accountable Body should send passdown letter to all members to sign and confirm terms and value of grant and receive these from all members	<b>Reviewed:</b> Annual	Jon Allen	<b>Approval:</b> FSG <b>Consultation:</b> FSG
<b>Infrastructure Fund Statement of Compliance with Conditions of Grant</b>	The Statement of Compliance with Conditions of Grant template is attached to the Grant Offer form. It requires to be completed by the Chief Financial Officer (Section 95 Officer).	<b>Reviewed:</b> Annually in Q1 (by 30 April)	Jon Allen	<b>Approval:</b> Chief Financial Officer (Section 95 Officer). To be completed and submitted to Scottish Government City Region Team together with the Local Government Capital Return.
<b>Initial Project List</b>	The initial list of the City Deal Projects approved in principle by the Leaders of the Member Authorities at the beginning of	<b>Approval date of current version:</b>	Not applicable	<b>Approval:</b> Cabinet as part of Assurance Framework 2015.

Document Name	Description	Approval date of current version / Review schedule (where applicable)	PMO Lead Officer	Approval Body <sup>1</sup> / Consultation Groups <sup>2</sup>
	2014 and included within the Assurance Framework March 15. Initial Projects require an approved Business Case in order to become an Approved Project.	March 2015		
<b>Joint Committee Agreement</b>	The document signed by the Member Authorities agreeing to the formation of the Cabinet. It sets out the functions of the Cabinet as set out more fully in Appendix 2. It sets out: Cabinet and Chief Executives' Group establishment; Functions of the Cabinet; matters reserved to individual Member Authorities; substitutes; voting rights of Members Authorities; commencement and duration of Cabinet; work of the Cabinet; creation of sub-committees and Portfolios; Programme Management Office budget, funding and premises; defaults in payments; relationship with third parties; indemnity and insurance; termination of membership; confidential information; Freedom of Information; variation in terms and conditions of Cabinet Agreement; resolution of disputes; assignation; conflict.	<b>Approval date of current version:</b> 19 January 2015.	Kevin Rush	<b>Approval:</b> Member Authorities receive relevant approval to sign up to Joint Committee Agreement. <b>Consultation:</b> UK and Scottish Governments.
<b>Local Evaluation Framework (LEF)</b>	The Local Evaluation Framework sets out how the wider principles of evaluation of the National Evaluation Framework will be applied to the particular circumstances of the Glasgow City Region City Deal.	<b>Approval date of current version:</b> 10 October 2017	Paul Kilby	<b>Approval:</b> Cabinet <b>Consultation:</b> LOG/FSG/CEG/Commission
<b>Local Evaluation Plan (LEP)</b>	The Local Evaluation Plan set out the detailed approach and tasks that were undertaken to measure the progress of the City Deal Projects and Programme for Gateway Review 1. The key outputs from the LEP were: the One Year Out report (February/March 2019); and, the Final Gateway Review Report (December 2019/January 2020).	<b>Approval date of current version:</b> 10 April 2018	Paul Kilby	<b>Approval:</b> Cabinet. <b>Consultation:</b> LOG / FSG / CEG / Commission. One-Year Out Report and Final Gateway Review Report to be submitted to Scottish Government City Region Team once approved by Cabinet.
<b>National Evaluation Framework (NEF)</b>	The National Evaluation Framework sets out the broader analytical framework taken across the 11 localities subject to the National Evaluation Panel for the Gateway Review 1.	<b>Approval date of current version:</b> <b>Reviewed:</b> 10 October 2017	Paul Kilby	<b>Approval:</b> Cabinet <b>Consultation:</b> LOG / FSG / CEG / Commission
<b>Programme Business Case (PBC V2.2)</b>	The Programme Business Case sets out the strategic, economic, financial and management cases for the City Deal Programme. The PBC will comply with the latest version of	<b>Approval date of current version:</b> An initial version of	Kevin Rush	<b>Approval:</b> Cabinet <b>Consultation:</b> LOG / FSG / CEG / PLG

Document Name	Description	Approval date of current version / Review schedule (where applicable)	PMO Lead Officer	Approval Body <sup>1</sup> / Consultation Groups <sup>2</sup>
	<p>the Green Book. The PBC will include the same key elements as required for individual Project Business Cases but at a Programme level e.g. the combined economic, transport and environmental impacts; delivery timescales for all Projects; Programme risks and inter-dependencies; and Programme finances; Programme Schedule</p> <p>The PBC will allow the assessment of new Projects against the objectives of the Programme. The Programme Business Case will reviewed and updated annually with updates including revised projections of the Programmes potential economic impact, reflecting Project level developments and changes to the wider environment and strategic context. The City Deal will be deemed to be succeeding when the evidence emerges that the economic impacts projected by the Programme Business Case are being realised in the Glasgow City Region, and that there are net additional impacts at Scottish and UK level.</p>	<p>the City Deal Programme Business Case was approved by Cabinet on December 2015. <b>Reviewed:</b> Annual</p>		
<b>Programme Management Toolkit (PMT)</b>	<p>Replaces Part 3 of the original Assurance Framework (AF) 2015. It includes guidance and templates for Programme and Project development, appraisal, reporting, monitoring and evaluation. It includes: Programme Status Report Template, Business Case Guidance; Business Case Appraisal Template; Economic Impact Assessment Guidance; Risk Management Strategy.</p>	<p><b>Approval date of current version:</b> Part 3 AF approved March 2015. <b>Reviewed:</b> Annual</p>	Jane Thompson	<b>Approval:</b> Cabinet <b>Consultation:</b> CEG/LOG and PLG.
<b>Programme Prioritisation Framework</b>	<p>The Key Supporting Governance Document which sets out the qualitative and quantitative criteria against which Expression(s) of Interest for proposed new Projects will be assessed and prioritised.</p>	<p><b>Approval date of current version:</b> October 2019 <b>Reviewed:</b> Annual and updated as required</p>	Kevin Rush	<b>Approval:</b> Cabinet <b>Consultation:</b> CEG / FSG / LOG / PLG
<b>Publication Scheme</b>	<p>The City Deal Publication scheme details which documents will be made available to the public and where these can be found including: the Assurance Framework; Cabinet Agreement; Cabinet Minutes; Cabinet Agendas and papers; Declarations of Interest for Cabinet members; Procurement Strategy; and Annual Implementation Plan; etc.</p>	<p><b>Approval date of current version:</b> 12th May 2015 <b>Reviewed:</b> Annual and updated as required</p>	Colette Keaveny	<b>Approval:</b> CEG <b>Consultation:</b> Communication and Marketing Group

Document Name	Description	Approval date of current version / Review schedule (where applicable)	PMO Lead Officer	Approval Body <sup>1</sup> / Consultation Groups <sup>2</sup>
<p><b>Programme Status Report</b> (referred to as Quarterly Performance Report in Infrastructure Fund Grant Offer Letter)</p>	<p>The Programme Status Report is produced Quarterly with an Interim Report produced if required. A version is produced with recommendations for Chief Executives with a further version created with recommendations for Cabinet.</p> <p><b>Quarterly Version includes:</b></p> <ul style="list-style-type: none"> <li>• Programme Performance Summary</li> <li>• Recommendations including change controls requests for approval for approved Business Case</li> <li>• Individual Project RAG status for scope, time, finance and benefits realisation (against Business Case stage)</li> <li>• Benefit Realisation: The realisation of benefits, specifically of Project outputs and outcomes, across the Programme, and of contractual community benefits secured through the City Deal Projects.</li> <li>• Financial Information: PMO Budget and the latest information on spend and latest projections of spend for the remainder of the financial year, highlighting where underspend is predicted and to include narrative as to how this will be managed.</li> <li>• Programme Risk Register and Issues Log</li> <li>• Progress with milestones within the Annual Implementation Plan</li> <li>• Programme management activities – Business Cases which are due for appraisal.</li> <li>• Support Group updates and Portfolio Group work relating to City Deal Programme</li> <li>• Commission for Economic Growth Updates</li> </ul> <p><b>Interim (4-weekly) Report Version includes:</b></p> <ul style="list-style-type: none"> <li>• Project and/or Programme items for escalation/approval</li> </ul>	<p><b>Reviewed:</b> Updated Quarterly</p>	<p>Jane Thompson</p>	<p><b>Approval:</b> Chief Executives' version approved by CEG; Cabinet version approved by Cabinet.</p> <p><b>Consultation:</b> LOG / FSG / CEG.</p> <p>Quarterly Report to be submitted to Scottish Government City Region Team no later than the end of the 10th working day of the following month.</p>
<p><b>Scheme of Delegation</b></p>	<p>Sets out the approvals which can be made by the Director for Regional Economic Growth, the Chief Executives' Group and the Cabinet</p>	<p><b>Approval date of current version:</b> 11 August 2020</p>	<p>Jane Thompson</p>	<p><b>Approval:</b> Cabinet <b>Consultation:</b> FSG, CEG, LOG</p>
<p><b>Standard Scottish Govt</b></p>	<p>(see grant letter para 19)</p>	<p><b>Approval date of current version:</b></p>		<p><b>Approval:</b></p>

Document Name	Description	Approval date of current version / Review schedule (where applicable)	PMO Lead Officer	Approval Body <sup>1</sup> / Consultation Groups <sup>2</sup>
<b>Capital Return</b>				
<b>Tripartite Financial Agreement</b>	Sets out the financial matters to which each party (UK Government, Scottish Government and Member Authorities) has agreed to allow the City Deal to be concluded including managing the financial consequences of the City Deal. The Agreement was signed 19 August 2014.	<b>Approval date of current version:</b> August 2014	Jon Allen	<b>Approval:</b> Chief Financial Officer (Section 95 Officer) Accountable Body.
<b>Virement Policy Paper</b>	Agreed rules and procedures for virement of Project budget between Projects by member authorities.	<b>Approval date of current version:</b> December 2016	Jon Allen	<b>Approval:</b> Cabinet <b>Consultation:</b> FSG

### Appendix 3: City Deal Programme Assurance Map

Risk Type	Assurance Controls and Assurance Provider		
	Project Level Controls	Programme Level Controls	Independent/External Controls
<b>Corporate Governance</b>	<ul style="list-style-type: none"> <li>Member Authorities' organisational Local Governance Code policies and procedures including: Equality Schemes; Councillor and Employee Codes of Conduct; Registers of Interests; Publication Schemes; Fraud and Bribery Policies; Health and Safety Policies; Business Continuity Plans; Information Security Policies</li> </ul>	<ul style="list-style-type: none"> <li>Assurance, Governance and Programme Management Framework - Annual Review</li> <li>Cabinet Agreement and Standing Orders - Annual Review</li> <li>City Deal Publication Scheme</li> <li>Accountable Body Gift and Hospitality Register completed by PMO staff</li> <li>Annual Declaration of Interest (Cabinet)</li> <li>Accountable Body Corporate online training completed by PMO staff on: bribery/fraud prevention; Information Security; Health and Safety</li> <li>PMO Business Continuity Plan</li> </ul>	<ul style="list-style-type: none"> <li>Internal Audit's City Deal Programme Annual Audit Plan</li> <li>Head of Audit and Inspection's Statement within the Annual Governance Statement regarding significant governance issues</li> <li>UK/Scottish Government Led Gateway Review Process</li> <li>Audit Scotland/Account Commission's City Deal National Report</li> <li>Parliamentary Inquiry City Deal National Report</li> </ul>
<b>Project Programme Delivery</b>	<ul style="list-style-type: none"> <li>Green Book Complaint Project Business Cases (SBC/OBC/FBC)</li> <li>Appraisal Template completed by Project Sponsor stating all Business Case requirements are met</li> <li>Project Risk Register</li> <li>Project Status Report</li> <li>Project-level Communication Plans</li> </ul>	<ul style="list-style-type: none"> <li>Green Book Complaint Programme Business Case (PBC)</li> <li>Annual Implementation Plan (AIP)</li> <li>Programme Management Toolkit</li> <li>A completed Business Case Appraisal Template for each project's submitted SBC, OBC and FBC stating level of compliance with Business Case requirements</li> <li>Programme Issues and Risk Strategy</li> <li>Programme Issues Log and Risk Register</li> <li>Programme Status Report</li> <li>Programme Communication, Stakeholder Engagement Strategy</li> <li>City Deal Brand and Brand Guidelines</li> <li>Freedom of Information Request – agreed Programme Protocol</li> </ul>	<ul style="list-style-type: none"> <li>Audit Reports within the Annual Audit Plan</li> <li>Follow-up reports to Cabinet on individual audits</li> <li>Head of Audit and Inspection's Statement within the Annual Governance Statement regarding significant governance issues</li> <li>Project-level Audits undertaken by Member Authorities' own auditors</li> <li>Audit Scotland Best Value Assessment Reviews for individual Member Authorities (included section on MA's City Deal project(s))</li> <li>Externally-led Gateway Review Processes for projects (ICE Gateway Review) and the overall Programme</li> </ul>

Risk Type	Assurance Controls and Providers		
	Project Level	Programme Level	Independent/External
<b>Benefits Realisation</b>	<ul style="list-style-type: none"> <li>• Project Benefit Realisation Plans</li> <li>• Project Benefit Profiles &amp; ownership</li> <li>• Project Status Report - benefit delivery (RAG status);</li> <li>• Project Community Benefit Quarterly Returns</li> <li>• Project-level Evaluation Reports</li> <li>• Case studies for inclusion in Programme Annual Performance Report</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Performance Report</li> <li>• Business Case and Economic Impact Assessment Guidance</li> <li>• Benefits Realisation Management Framework (standardised suite of: economic outcome indicators; output indicators; community benefit indicators for all projects)</li> <li>• Programme Benefits Realisation Plan</li> <li>• Programme Status Report (RAG ) showing benefits realised each quarter</li> <li>• Programme Community Benefit Quarterly Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Reviewed as part of Annual Governance Statement</li> <li>• National Evaluation Plan and Local Evaluation Plan (Independent National Panel for Evaluation of Growth Initiatives)</li> </ul>
<b>Financial Management</b> (Best Value, Procurement, Contract Management)	<ul style="list-style-type: none"> <li>• Individual Member Authority Annual Accounts</li> <li>• Completed Project level finance returns/eligible spend</li> <li>• Best Value Statements</li> <li>• Completed Project Contract Register Return</li> </ul>	<ul style="list-style-type: none"> <li>• Programme Level Quarterly Financial Monitoring Report within Programme Status Report</li> <li>• Annual Accounts reviewed by Financial Strategy Group and approved by Cabinet</li> <li>• Programme Procurement Strategy setting out policy aspirations for achieving best value</li> <li>• Programme Community Benefit Strategy setting out policy aspirations for achieving community benefits from contracts</li> <li>• Programme Contract Register</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Accounts - Audited by Audit Scotland</li> <li>• Head of Audit and Inspection's Statement (within the Annual Governance Statement) regarding suitability of the Accountable Body's Chief Finance Officer's experience and qualifications</li> <li>• Issuing of Grant Offer Letter from Scottish Government</li> <li>• Internal Audit's Review Annual Accounts</li> </ul>

**Appendix 4: Business Case Approvals, Monitoring, Reporting and Evaluation Arrangements by City Deal Programme Element**

<b>City Deal Programme Element</b>	<b>Approvals (see key for acronyms at end of table)</b>	<b>Project Sponsor / Reporter</b>	<b>Monitoring and Reporting Arrangement</b>	<b>Evaluation Arrangements</b>	<b>Funding / Grant Disbursement</b>
<b>Infrastructure Programme</b>	Member Authority approves all versions; CAB approves SBCs / OBCs; CEG approves FBC and approves the inclusion in the Infrastructure Programme and approves release of Grant funding	Individual Member Authorities	Member Authorities provide monitoring reports to PMO. PMO reports to CEG and Cabinet.	MA for individual Projects; PMO for Infrastructure Programme Evaluation	Grant agreement between Scottish Government and GCC as City Deal Lead (grantee). GCC disburses grant to Member Authorities.
<b>Innovation Programme</b>	Integrated Grow on Project: Cabinet approved the Full Business Case for the Project on 20 October 2015 and funding of £1.67m of City Deal investment.	GCC DRS	GCC (DRS) provides monitoring and benefit realisation information to PMO for inclusion in PMO report.	GCC DRS for Project evaluation. PMO responsible for ensuring Project-level evaluation findings are included within the Innovation Programme Evaluation	BEIS disbursed grant directly to GCC DRS.
	Stratified Medical Imaging Centre of Excellence (ICE): BEIS approved all versions of business case. Cabinet noted BEIS was satisfied with the proposals for ICE on 17/03/15. Change controls approved by MRC on behalf of BEIS. Change Control notified to CAB.	University of Glasgow (UoG)	UoG submits financial monitoring information to Medical Research Council (MRC) and a monthly Project Status Report to the PMO. The PMO and MRC share these reports with each other as they are submitted.	UoG for Project; PMO for Innovation Programme Evaluation	Medical Research Council (grantee) disburses grant on behalf of BEIS.
	MediCity: CAB and Scottish Enterprise approve all business case versions. CAB	North Lanarkshire Council	PMO; CAB; Scottish Enterprise	NLC for Project; PMO for Innovation Programme Evaluation	GCC (Lead) disburse grant to NL on behalf of Cabinet



City Deal Programme Element	Approvals (see key for acronyms at end of table)	Project Sponsor / Reporter	Monitoring and Reporting Arrangement	Evaluation Arrangements	Funding / Grant Disbursement
	noted BEIS was satisfied with the proposals for the Medicity Projects on 17/03/15. CAB approves inclusion of the Project in the City Deal Programme.	(NLC)			(City Deal funds) and SE to NLC; then NLC disburses to Medicity
<b>Skills and Employment Programme</b>	In-Work Progression: CAB and DWP approve all versions of business cases. CAB approved FBC for Project on 12/04/16. CAB approves the inclusion in the Project in the City Deal Programme but does not approve the funding.	GCC DRS is the Project Sponsor. GCC DRS is the only Member Authority delivering this Project as a regional pilot.	Reports to PMO; CAB; DWP	GCC DRS is responsible for Project-level evaluation. Interim evaluations commissioned by DRS and undertaken by Learning and Work Institute. Report on interim findings to Nov 2018 CEG. PMO responsible for ensuring Project-level evaluation findings are included within the Skills and Employment Programme-level evaluation.	Department for Work and Pensions (DWP) disburses grant directly to GCC DRS (the grantee).
	Youth Gateway: CAB approved the FBC on 16/08/17. CAB approves the inclusion of Project in the City Deal Programme but does not approve the funding. European Funder approves funding application.	Individual funding applications and monitoring for each MA. All MAs report to Renfrewshire who compile region report for PMO	PMO; CAB; European Funder	Renfrewshire for all Member Authorities' Projects; PMO for Skills and Employment Programme Evaluation	European Funds disbursed directly to individual Member Authorities.

City Deal Programme Element	Approvals (see key for acronyms at end of table)	Project Sponsor / Reporter	Monitoring and Reporting Arrangement	Evaluation Arrangements	Funding / Grant Disbursement
	<p>Working Matters: Approval required by Cabinet and DWP for all versions of Business Case.</p> <p>Cabinet approves the inclusion in the Project in the City Deal Programme but does not approve the funding.</p> <p>Funding is approved by DWP directly with GCC DRS.</p> <p>Cabinet approved the Full Business Case for the Working Matters Project on 12 April 2016</p>	<p>GCC (DRS). GCC DRS collate individual reports, sends region-wide report to PMO and disburses grant to each MA.</p>	<p>PMO; CAB; DWP</p>	<p>PMO responsible for including Project-level evaluation findings within Skills and Employment Programme level evaluation. GCC DRS is responsible for all MAs' Project-level evaluations. Interim Evaluation commissioned by GCC (DRS) undertaken by EKOSGen in line with DWP requirements and all MAs must participate. The evaluation will run for the duration of the Working Matters Project and will examine the outcomes achieved and assess the processes, operations and the service user experience. The findings of the evaluation have been reported to Chief Executives' Group.</p>	<p>Department for Work and Pensions (DWP) disburses grant directly to GCC DRS (the grantee). GCC DRS disburses to individual MAs.</p>

BEIS – Department for Business, Enterprise and Industrial Strategy; CAB – Cabinet; CEG – Chief Executives' Group; GCC NRS - Glasgow City Council, Neighbourhood and Regeneration Services ; Full Business Case (FBC)); Imaging Centre of Excellence (ICE); MA – Member Authorities; North Lanarkshire Council – NLC; Outline Business Case (OBC); PMO – Glasgow City Region City Deal Programme Management Office; Strategic Business Cases (SBC); University of Glasgow (UoG)

## Appendix 5: City Deal Programme Workstreams and Projects (Including Initial Infrastructure Project List)

INFRASTRUCTURE FUND PROGRAMME: INITIAL PROJECT LIST	
Sponsor	
ERC	M77 Strategic Corridor
GCC	Metro Glasgow Drainage
GCC	City Centre and North (includes City Centre Project and Canal and North Project)
GCC	Clyde Waterfront
GCC	Collegelands Calton Barras
INV	Inchgreen
INV	Ocean Terminal
INV	Inverkip
NLC	Gartcosh Community Growth Area
NLC	M8 Corridor Access Improvements
NLC	Pan Lanarkshire Orbital Transport Corridor
RC	Clyde Waterfront and Renfrew Riverside
RC	Glasgow Airport Investment Area
RC/GCC	Airport Access
SPT*	Strathclyde Bus Programme
SLC	Greenhills Road/A726
SLC	Cathkin Integrated Roads
SLC	Community Growth Areas (includes Newton, Hamilton, Larkhall and East Kilbride)
SLC	Stewartfield Way
WDC	Exxon

\*SPT Strathclyde Bus Programme was modified in 2019. It is now called East Dunbartonshire Place and Growth Programme and is led by East Dunbartonshire Council with input from SP and Glasgow City Council.

INNOVATION PROGRAMME	
Grantee	Project Name
Biocity (Scotland) Limited	Medicity
University of Glasgow	Stratified Medicine Imaging Centre of Excellence (ICE)
Glasgow City Council	Integrated Grow-On Initiative (Tontine)

SKILLS AND EMPLOYMENT PROGRAMME	
Grantee	Project Name
All 8 Member Authorities	Employment Support Allowance Project
n/a	Youth Guarantee
	In Work Progression prototype

## Appendix 6: Scheme of Delegation – Minor, Moderate and Significant Change Guidance

Risk to Programme Objectives	Approval Delegated To	Approval Limit for Requested Changes				To be informed
		Scope / Quality	Finance	Benefit	Timeline	
<b>Critical 5 / Major 4</b>	Cabinet	Significant reduction in scope / quality	Significant variance in any aspect of project's financial plan (e.g. increases in cost over £100k) with written confirmation that required approval has been gained from the MA(s) <sup>3</sup> to absorb additional costs and/or funding is available to be vired from other City Deal project in line with Virement Policy	Significant reduction /modification in benefits which may result in material change to project Benefit Cost Ratio / targeted beneficiaries	Significant change in schedule (>25% overrun)	UK and Scottish Governments via agreed Communication Protocol
<b>Moderate 3</b>	Chief Executives' Group	Moderate reduction in scope / quality	Moderate variance in any aspect of project's financial plan (e.g. increases under £100k) with written confirmation that required approval has been gained from the MA(s) to absorb additional costs and/or funding is available to be vired from other City Deal project in line with Virement Policy	Moderate reduction in quantity/moderate modification in benefit type which is not expected to impact materially on overall project Benefit Cost Ratio / change target beneficiaries	Moderate change in schedule (15%-25% overrun)	Cabinet via Business Case Approval Report for FBCs; Cabinet via PMO Status Report for Change Control Requests.
<b>Minor 2 / Negligible 1</b>	Director of Regional Economic Growth	Minor reduction in scope / quality	Minor variance in any aspect of project's financial plan (e.g. increases under £50k) with written confirmation that required approval has been gained from the MA(s) to absorb additional costs and/or funding is available to be vired from other City Deal project in line with Virement Policy	Moderate reduction in quantity/moderate modification in benefit type which is not expected to impact materially on overall project Benefit Cost Ratio / change target beneficiaries	Minor change in schedule (up to 15% overrun)	CEG and Cabinet via Business Case Approval Report for FBCs; CEG and Cabinet via PMO Status Report for Change Control Requests.

<sup>3</sup> For joint Regional Projects confirmation will be required from all relevant Member Authorities.