

# Supplementary Agenda



## Meeting of West Dunbartonshire Council

**Date:** Wednesday, 16 December 2020

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**Time:** 14:00

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**Format:** Zoom Video Conference

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**Contact:** Christine McCaffary, Senior Democratic Services Officer  
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Dear Member

### ITEMS TO FOLLOW

I refer to the agenda for the above meeting that was issued on 3 December and now enclose copies of **Items 8, 9 and 10** which were not available for issue at that time.

Yours faithfully

**JOYCE WHITE**

Chief Executive

Note referred to:-

**8 COUNCIL MOTION: REVIEW OF THE MAXIMUM COVID SAFE CAPACITY IN SECONDARY SCHOOLS 49 – 74**

Submit report by the Chief Executive advising of the outcome of the review of the maximum COVID safe capacity of pupils and staff in secondary schools and the potential impact of blended learning as a further mitigation.

**9 COVID-19 UPDATE 75 – 93**

Submit report by the Chief Executive providing an update in relation to COVID-19 in West Dunbartonshire since the update report to Council in November 2020.

**10 GLASGOW CITY REGION CITY DEAL UPDATE 95 – 163**

Submit report by the Strategic Lead – Regeneration advising of progress with the implementation of the Glasgow City Region, City Deal.

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Distribution/

Distribution:-

Provost William Hendrie  
Bailie Denis Agnew  
Councillor Jim Bollan  
Councillor Jim Brown  
Councillor Gail Casey  
Councillor Karen Conaghan  
Councillor Ian Dickson  
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Councillor Jim Finn  
Councillor Daniel Lennie  
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Councillor Douglas McAllister  
Councillor David McBride  
Councillor Jonathan McColl  
Councillor Iain McLaren  
Councillor Marie McNair  
Councillor John Millar  
Councillor John Mooney  
Councillor Lawrence O'Neill  
Councillor Sally Page  
Councillor Martin Rooney  
Councillor Brian Walker

Chief Executive

Strategic Director - Transformation & Public Service Reform

Strategic Director - Regeneration, Environment & Growth

Chief Officer - West Dunbartonshire Health & Social Care Partnership

Date of issue: 10 December 2020



**WEST DUNBARTONSHIRE COUNCIL**

**Report by Joyce White, Chief Executive**

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**Subject: Council Motion: Review of the maximum COVID Safe Capacity in Secondary Schools**

**1. Purpose**

- 1.1** The purpose of this report is to advise Council of the outcome of the review of the maximum COVID safe capacity of pupils and staff in secondary schools and the potential impact of blended learning as a further mitigation.

**2. Recommendations**

- 2.1** Council is asked to:
- (a) note the significant efforts of teachers and support staff in maintaining school based education since the re-opening of schools in June 2020.
  - (b) note the Public Health and Health and Safety contents within the report.

**3. Background**

- 3.1** On Wednesday 25th November, West Dunbartonshire Council agreed the following motion:

*This Council believes that education is best delivered in the classroom but that making schools safe for pupils, teachers and staff must remain a top priority. However, the Council is concerned that there continues to be a rise in the number of cases in Education settings.*

*The Report shows that there have been 117 recorded COVID-19 positive cases, with 1,873 persons classed as close contacts in terms of Test and Protect. This is worrying for pupils, parents, teachers and other school staff.*

*Council requests that the Chief Executive conducts an urgent review of the maximum COVID Safe Capacity of pupils and staff in secondary schools; during level 4 restrictions and taking into consideration concerns of staff and trades unions that social distancing is really difficult when schools are filled to 100% capacity.*

- 3.2** On Monday 23<sup>rd</sup> November the local branch of the EIS wrote to the Chief Education Officer requesting implementation of blended learning as soon as practicable because teachers are anxious about the risk of COVID-19 to their health. Our understanding of the EIS position is that it reflects the views of teachers. The letter stated:

*“EIS policy is that schools in Level 4 areas should move to blended or remote learning.*

*We continue to support the fact that schools should remain open as we share the understanding of their importance.*

*However blended learning would crucially allow for social distancing and tighter control measures for pupil movement in schools. This would improve safety for all within the school and support measures to suppress the virus in the wider community.*

*Current government measures are designed to create some level of opportunity for families to gather at Christmas, yet teachers are forced to be in schools with large numbers of pupils and colleagues, and suffer the increased risk as a consequence.*

*With numbers of infections among pupils having rocketed from around 400 in September to around 5,000<sup>1</sup> in mid November, teachers are now even more anxious about the impact on their health.*

*The move would also emphasise the gravity of the situation for pupils and parents and hopefully reduce the present culture of parties and sleep overs which the government are blaming for increased Community infection levels. For these reasons we are now formally requesting that the plans for blended learning are put in place as soon as practically possible.”*

- 3.3** In August 2020 West Dunbartonshire schools opened full time to all pupils, following a period of school closures from March to June 2020 due to the pandemic. The Service developed plans to support recovery from any loss of learning resulting from the period of school closures and contingencies for any COVID-19 cases and resultant absences.
- 3.4** West Dunbartonshire Schools are COVID-19 safe adhering to Health and Safety Executive Policy and Scottish Government COVID-19 guidance for schools, ‘*Reducing the Risks from COVID-19 in Schools*’ (updated 30 October 2020). This guidance aligns with Scotland’s COVID-19 Strategic Framework and is updated on a regular basis. Scotland’s COVID-19 Strategic Framework prioritises keeping schools open because it recognises the impact of the pandemic on children and young people. West Dunbartonshire schools presently meet the safety requirements as specified in Scottish Government guidance, and validated through visits from WDC’s Health & Safety Team.
- 3.5** In October the Health and Safety Executive conducted COVID secure spot checks in West Dunbartonshire schools. The Health and Safety Executive were satisfied with West Dunbartonshire Schools’ risk assessments which were based on schools operating at full capacity. All visits were positive, reporting evidence of much planning and organising to manage the risk of transmission of coronavirus. Regular drop-in sessions update Head Teachers

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<sup>1</sup> No source reference is provided for this statistic.

of changes in guidance enabling effective implementation of COVID safety measures (see section 4.2 below)

It is worth noting that the risk assessments prepared and deemed suitable and sufficient by the HSE were based on full school occupancy/operation as deemed necessary by Scottish Government. In terms of this review, it is the opinion of WDC Health and Safety Officers that we are well placed to continue minimising risk of COVID-19 transmission with the supports, measures and risk assessments in place.

- 3.6** In September 2020 the Council entered a period of further restrictions with clear direction from Scottish Government that schools would remain open; November 2020 saw the move to 'Level 4' with schools to remain open with the protective measures set out in the latest guidance for schools. Risk assessments were again reviewed at this stage, and updated as required.
- 3.7** The National COVID-19 Education Recovery Group (CERG) monitors the incidence and prevalence of COVID-19 in school communities across Scotland to inform guidance around safety and wellbeing in schools. The CERG also considers current COVID-19-related data in relation to children and young people and their associated workforce, such as the number of tests and positive cases reported, and the attendance and absence of both children and staff in childcare and school settings. Neither the Strategic Framework nor the guidance for schools requires any automatic move to school closures or remote/blended learning as a result of a specific protection level. The measures put in place across the country at different levels of the Strategic Framework have been designed to allow schools to remain open safely.
- 3.8** All measures required at 'Level 4' are in place across our establishments. The only way to reduce capacity would be implementation of blended learning in addition to 'Level 4' measures. This would however have an impact on families, on wellbeing and on learning, teaching and attainment particularly if we are the only Council in Scotland to take this action.

## **4. Main Issues**

### **4.1 Review of COVID safe capacity of secondary schools**

- 4.1.1** West Dunbartonshire schools implement COVID-19 safe policy and practice. In line with legal duties under health and safety regulations and adhering to the national guidance for schools, the Service has implemented all of the key public health measures required by local authorities to minimise the risks and prioritise the safety and wellbeing of children and staff. A programme of COVID secure inspection visits has been conducted by WDC Health and Safety and Education Officers to ensure schools continue to be COVID secure and compliant.

**4.1.2** The Service has been supported by colleagues across the Council including Asset Management, Facilities Management, Procurement, Health and Safety, Environmental Health and Human Resources. In West Dunbartonshire we ensure our schools and ELCC's are able to operate safely with appropriate measures, adaptations and PPE in place.

**4.1.3** West Dunbartonshire Council must ensure that it complies with Education Legislation which required Education Authorities to provide 190 days school education per year. Clearly that creates an expectation that schools will be open to all pupils for the 190 days. The Council has a statutory duty to provide adequate and efficient provision of school education and for the reasons detailed in sections 5.3 and 5.4 of this report blended learning will prejudice the Council's ability to fulfill this duty. Similarly for those reasons and given the other issues raised in this report it is likely that any unilateral move towards blended learning contrary to the current Scottish Government advice which is based on the Scottish Government's scientific advice would leave the Council open to challenge by way of judicial review by an interested party.

## **4.2 COVID-19 safe measures in West Dunbartonshire Schools**

**4.2.1** The Service has ensured schools and ELCCs are able to operate safely with appropriate measures, adaptations and PPE in place. The Service has produced a COVID Policy for Education which is implemented in all schools which detail risk mitigating measures to be deployed.

**4.2.2 Personal hygiene:** At all times schools have had regular access to supplies of hand sanitiser and hand washing facilities. Good use of signage across schools has promoted the need for good personal hygiene. Key personal hygiene messages have been shared with parents/carers.

**4.2.3 Enhanced hygiene:** At all times schools have had appropriate and regular access to relevant PPE.

**4.2.4 Enhanced cleaning regime:** There has been an enhanced cleaning regime put in place in all establishments. This includes; day cleaners in all establishments, identification and focus on high touch/risk areas and increased cleaning of shared areas and resources.

**4.2.5 Face coverings:** From 2 November the Scottish Government made it mandatory for staff and Senior Phase pupils to wear face coverings. Secondary Head Teachers report that compliance rates range from excellent to very good among their Senior Phase pupils.

**4.2.6 Physical distancing:** Our secondary schools have followed the Scottish Government guidance for physical distancing which states the scientific advice that physical distancing between young people in secondary schools is not required to ensure safety in schools. Secondary teachers have arranged a 2m space between themselves and young people in their classrooms. As a

precautionary approach the guidance states that distancing should be strongly encouraged wherever practicable between young people, and particularly in the Senior Phase. The advice is clear that secondary schools should ensure that the specific approaches they adopt do not introduce capacity constraints and/or prevent full-time learning in school.

**4.2.7 Ventilation & Heating:** Guidance for ventilating and heating buildings has been produced with advice from Environmental Health, Health & Safety and Asset Management. This is with Trade Unions for consultation. Heating and ventilating a classroom at the same time is challenging. Advice has been given to staff, pupils and parents concerning how best to keep warm in a room that is well ventilated.

**4.2.8 Senior Phase:** From 2 November, where the timetable allows, Senior Phase students have been asked not to attend school if they have free periods, thereby reducing the number of young people in the school building at any one time.

#### **4.3 Public Health Scotland/ WDC Education Service/Environmental Health**

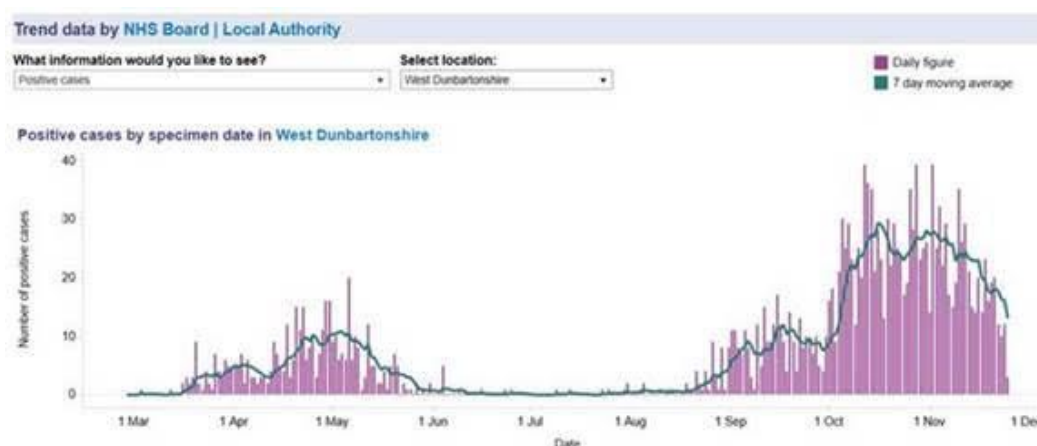
**4.3.1** There is a very robust policy and process for managing COVID cases in schools following an established WDC protocol for education management of COVID cases. The protocol was developed with colleagues from Environmental Health, Education and Civil Contingencies Services.

**4.3.2 Test and Protect:** Active engagement with Public Health Scotland Test and Protect is necessary to reduce the transmission of COVID-19. WDC Schools' Protocol is in place for management of a positive case scenario which ensures there is a clear and consistent process and all necessary follow up actions are taken promptly.

**4.3.3 Self-isolation:** Schools ensure that those young people or staff who show COVID-19 symptoms stay at home to self-isolate.

#### **4.4 Office of National Statistics and Public Health Scotland Data**

**4.4.1** Overall, there has been a decline in the number of positive cases in the wider population in West Dunbartonshire since November. This would suggest that the existing mitigating measures in place in 'Level 4' are having a positive impact in repressing the virus.



**4.4.2** Analysis by the SAGE Children's Task and Finish group using Office of National Statistics data shows no difference between the positivity rates of pre-school, primary and secondary school teachers and staff, relative to other worker groups of a similar age. This is the same when including household members of such groups. Experimental analyses undertaken by Public Health Scotland also indicate that teachers are not at an increased risk of testing positive for COVID-19, more detailed analysis will be available shortly.

**4.4.3** Research from Public Health Scotland is that transmission from staff-to-staff is most common; among staff and students was less common; and student-to-student spread is rare. A qualitative analysis around incidents in Scottish schools indicated that in-school transmission was largely found to be related to teacher-to-teacher or (more rarely) teacher-to-pupil transmission.

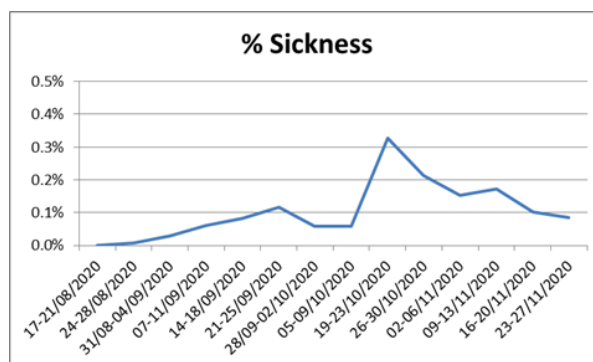
**4.4.4** International comparators from the COVID-19 Advisory Sub-group suggest that there is no consistent pattern of relationship between the reopening of schools and increases in case numbers.

## **4.5 Pupil Attendance**

**4.5.1** In West Dunbartonshire secondary school attendance remains at a level consistent with previous years, at 91.2%. Of this 8.8% not attending, only 1.3% of absence relates to COVID-19, with only 0.1% as a result of positive testing.

**4.5.2** At the time of reporting, the number of days of absence recorded due to secondary pupils testing positive for COVID-19 is 390 out of a possible 382,039 or **0.1%**

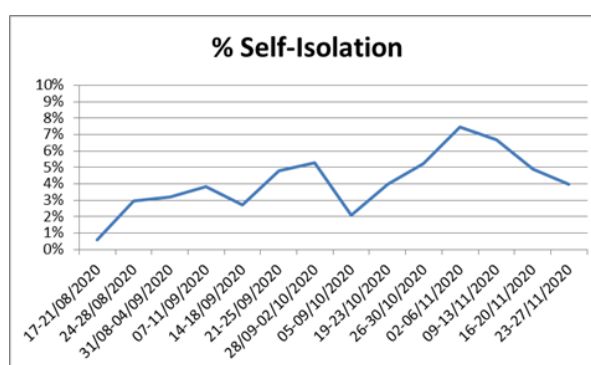
**4.5.3** From a high point of **0.3%** recorded as testing positive for COVID-19 immediately following the October holidays, the rate is reducing, as shown in the following chart:



**4.5.4** The data shows a reduction in the number of young people testing positive since October. It should be noted that a spike in positive cases occurred on return from the October break, suggesting that infection was not caused by school attendance, but rather community transfer. If this is the case, then the

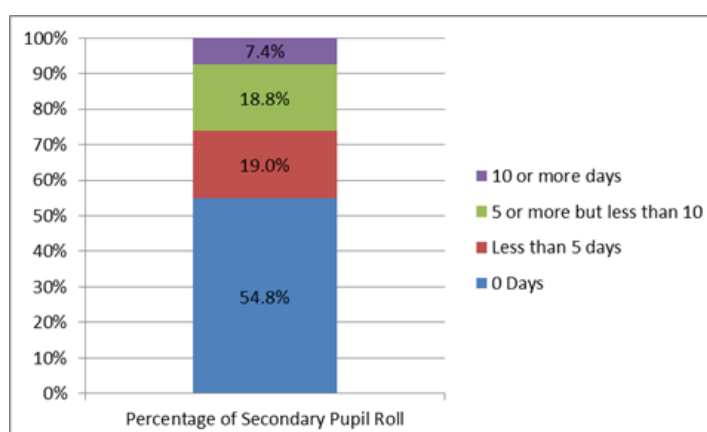
data would suggest that the transmission was due to community rather than schools.

- 4.5.5** The percentage of those being asked to self-isolate due to being identified as a close contact is also in decline since a peak in early November:



- 4.5.6** At the time of reporting, those asked to self-isolate has resulted in a total loss of 15,166 days – 3.97% of the total number of school days. Whilst this number is relatively small, 45.17% of the student population have each had to self-isolate at some stage this session. Where young people have been asked not to attend school, they have been supported remotely in their learning.

The number (and %) of secondary pupils who have 0 school days recorded as COVID-19	2,994	54.83%
The number (and %) of secondary pupils who have less than 5 school days recorded as COVID-19	1,036	19.00%
The number (and %) of secondary pupils who have 5 or more but less than 10 school days recorded as COVID-19	1,029	18.80%
The number (and %) of secondary pupils who have 10 or more school days recorded as COVID-19	402	7.40%
<b>Total secondary student population</b>	<b>5,461</b>	<b>100.00%</b>



## 4.6 Staff Attendance

- 4.6.1** There has been a total of 15 positive cases in secondary schools amongst teaching and support staff between August and November<sup>2</sup>. This represents a total of 2.31% of the workforce, unable to attend work for a total of 150 days out of a possible 46,656 (0.32%).

Number of positive cases amongst staff	Teaching Staff	Support Staff	Combined
Aug – Nov	7	8	15

For teaching staff alone, 7 members of staff have tested positive since August. This represents 1.35% of the workforce, unable to attend work for a total of 70 days out of a possible 37,440 (0.19%).

- 4.6.2** Between August and November 107 members of staff in secondary schools have been asked to self-isolate having been identified as a close contact of someone who tested positive (16.51% of secondary workforce). Those asked to self-isolate has resulted in a total loss of 695 days – 1.49% percent of the total number of school days.
- 4.6.3** For teaching staff alone, 77 teachers in secondary schools have been asked to self-isolate having been identified as a close contact of someone who tested positive (14.81% of secondary teaching workforce). Those asked to self-isolate has resulted in a total loss of 485 days – 1.30% percent of the total number of school days.

## 4.7 Stakeholder Views

### 4.7.1 Facilities Management

It is worth noting that many FM staff working as cleaners and catering staff are parents and grand-parents who have chosen these jobs as they can work around school hours for their children. Facilities Management note that a Blended Learning model will result in significant pressure on staffing availability across the wider Council. For example, in Educational Services there would be a risk to the capacity to ensure appropriate enhanced cleaning regimes established across our schools.

### 4.7.2 Head Teachers

It is the shared view of the secondary Head Teacher group that:

- Current risk assessment and COVID-19 protocols noted in 4.2 effectively

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<sup>1</sup> Due to the small numbers involved, this cannot be shown by establishment or by month as it would make it possible to identify individuals

mitigate risks to staff during the current pandemic. All protocols and measures have been planned and implemented in conjunction with staff Trades Unions health and safety representatives.

- Existing contingency plans were devised to support the safe reopening in August 2020. Since then, schools have been fully operational in line with Scottish Government guidance. A move to blended learning at this point would require considerable additional strategic planning, resulting in a very significant reduction in the number of young people accessing learning, teaching and assessment in school on a daily basis.
- They share concerns regarding the logistics of all teachers being required to teach full time in school whilst also delivering online support via direct live learning and note this is not feasible. Despite significant investment in staff training and ICT, they continue to have concerns regarding equity of experience in home learning due to increased dependency on ICT infrastructure at home and at school. It is noted that teacher representative groups are not supportive of simultaneous face to face teaching and online direct teaching.
- They note the uncertainty over finalised arrangements for the 2021 examination diet and the challenges of gathering quality evidence necessary to estimate grades for candidates. Reducing face to face teaching time may make it impossible to deliver all aspects of the curriculum and generate the necessary assessment evidence. This will inevitably create additional workload and anxiety for our teaching staff and pupils.
- They note the proposed move is particularly concerning in light of the deprivation that already exists for the young people of West Dunbartonshire Council and will widen the equity and poverty related attainment gap.

#### **4.7.3 Pupil Voice**

Schools consulted with pupils regarding their recent experience of lockdown and a meeting was held with the WDC Pupil Leadership Group for the purposes of this review report. Views of pupils:

- Feel schools are safe and all young people, especially those in the Senior Phase, have a clear understanding of the safety protocols and processes;
- See safe practices such as sanitising, wearing face coverings and physical distancing are now a normal part of their daily routines; there were plentiful supplies of wipes and sanitiser and that Senior Leadership teams are distributing masks daily;
- For those young people in Broad General Education (BGE) the wearing of face coverings could be more explicitly enforced, however that compliance in Senior Phase was for almost all young people;

- Young people feel well supported by staff in schools and that the Pastoral Care teams are engaging with them regularly to support their wellbeing;
- Opportunities to learn with peers and to socialise is a key aspect of their wellbeing, as this was a struggle for them during 'lockdown';
- Young people appreciate the work that their teachers are doing to enable them to engage with their learning through google classroom, if they need to isolate, then they felt included in the learning. There were examples of live learning, virtual supported study before and after school and ongoing learning resources through google classrooms;
- Not being in a class face to face with your teacher has a negative impact on motivation and the progress they can make when they encounter a challenge with their learning, and cannot access face to face support in real time;
- Particular concern for those in the BGE as per the models of reduced time in school and the negative impact that this would have on their learner journey and preparation for the Senior Phase;
- In-school supports and services wouldn't be able to be accessed by children and young people who need these if there were to be a blended model. They spoke of breakfast clubs, distribution of snacks at break times, paired reading and access to Pastoral Care teams;
- They would always prefer to be in school 100% of the time but expressed the opinion that if numbers of positive cases were to show a concern in a particular year group that a more targeted and specific approach could be taken with that year group engaging in blended learning while all others remain in school; and
- Their voices are being sought and listened to in relation to their learning and wellbeing and know how to raise a concern if they have any worries in relation to the COVID-19 safety of their school. They spoke of feeling empowered to do this.

#### **4.7.4 Parent Views**

At the recent WDC Parent Forum, the views of parent were sought:

- They are confident that schools have all of the measures in place to mitigate any risk, they are aware of the protocols in place, they confirm that their children feel safe;
- They acknowledged the challenge to ensure that all young people comply with the wearing of face coverings, they noted that they are aware that school staff are relentless in their enforcement of this;

- Due to the period of lockdown and self isolation a number of children and young people are struggling with mental health;
- Concerns around the psychological impact of missed time in school, with their peers, with face to face learning - especially for those in the Senior Phase and their concerns that they are losing time in crucial SQA years;
- That their children and others struggling with ongoing assessment with the need to get evidence of learning for National 5 and worries about uncertainty around SQA arrangements for Higher and Advanced Higher (This has subsequently been clarified by the DFM). The parents are concerned that there is a lot of pressure, especially if young people lose more time due to periods of isolation and absence;
- Strong views that the young people who have missed any school for a period will not be on a level playing field with others, parents expressed concern over this; and
- That their position is that schools should be kept open as they feel the numbers of positive cases do not warrant school closure.

## **5. Options to reduce capacity**

**5.1** Young people in Scotland are entitled to 25hrs education per week. Reducing the numbers of pupils being educated in West Dunbartonshire's secondary school buildings requires provision of home learning and personal study to ensure young people are provided with their weekly legal entitlement to education. The option of blended learning allows for reduced pupil numbers in school at any given time and an attendance rotation in order to achieve this goal.

**5.2** A Blended Learning approach provides:

- a mixture of online and face-to face teaching.
- learning that happens in real time (synchronous) alongside a teacher such as online discussions
- learning which happens at the learners pace (asynchronous) such as project work.

The Key Principles for Blended Learning are set out in **Appendix 1**.

**5.2.1** In June 2020 West Dunbartonshire Secondary Schools conducted scoping exercises to identify options for delivery of blended learning with consideration given to number of pupils in buildings and the number of pupils at home. These options for delivery (**Appendix 2**) were developed by individual schools and they do not offer a consistent level of provision. Guidance on social distancing in secondary schools subsequently changed following these plans being developed.

- 5.2.2** Following consultation with Head Teachers as part of this review, the model they would require to implement blended learning would be 50% of pupils in school and 50% of pupils at home. This would mean each young person would engage in 12.5 hours of their 25 hour weekly entitlement in school and 12.5 hours at home. Possible models for this are given in **Appendix 3**.
- 5.2.3** Teachers would be expected to fulfil their contractual obligation to 35hrs working week with direct class contact of 22.5 hrs. As the teachers would be engaged in direct class contact with all young people who would attend over the course of the week, providing capacity to support young people learning at home will be challenging.
- 5.2.4** During the earlier lock-down period a remote learning model was in place as teachers worked from home and provided lessons to children and young people via Google Classroom. Their time during this period was not divided between online and in-class lessons. This approach was essential during this time when no other options were available to engage pupils and help them to prepare them for return to full time, face to face learning education.
- 5.2.5** The Service analysis of levels of engagement in remote learning during lockdown has identified that children from our families experiencing poverty and disadvantage found it more difficult to engage continuously in the remote learning provision. Our working parents have highlighted concern about managing their own work at home and providing sufficient support for the education of their own children when engaged in learning at home. Our local information matches national research data:
- Social isolation and loneliness are a growing concern for young people with literature suggesting that it is the duration of loneliness, rather than its intensity, that is more strongly related to poorer outcomes
  - Stress and anxiety appear to be higher in older children ( teenagers)
  - Children in families with low incomes appear to be less confident with supporting home learning (Scottish Government, November 2020)
- 5.2.6** It is recognised that a blended model in the context of restricted school time for learners, remains a significant challenge and is no substitute for full-time classroom based learning and teaching; nonetheless, delivered effectively a blended approach can mitigate at least some of the adverse impact of part-time in-school education.

### **5.3 Ensuring Equitable Experience**

- 5.3.1** Presently our schools are in 'Level 4' with others across the central belt. We already face an equity issue when compared with schools in lower levels, such as our neighbours in Argyll & Bute. Reducing the poverty related attainment gap is a key national and local priority. As an authority we are committed to supporting our young people and communities to flourish and grow. Since 2015 a strategy to raise attainment and achievement has focussed on ensuring equitable access to high quality experiences and

outcomes for our young people. The provision of a blended model reduces the contact time for children with staff and their peers. There is clear evidence that time out of school has a detrimental effect on children and young people's wellbeing, including impacts on developmental and mental health. Evidence suggests that the mental health of adolescents is particularly affected. These detrimental effects are particularly prevalent for vulnerable children and young people. School closures put educational outcomes at risk, especially for vulnerable children and young people. COVID-19 increases educational and social inequities for children and young people. The outcomes we strive for are ones that will support them in life as young adults who are able to succeed in life, in study and employment. No other schools in the central belt are considering moving to blended learning, so we would further widen the equity gap if we did.

## **5.4 Senior Phase Qualifications**

- 5.4.1** As part of the process to gather evidence of assessment, schools have timetabled Interim Assessments (Prelims) to take place in January-February. Moving to a blended learning model is likely to create increased pressure on both teachers and senior pupils at a time when they are preparing for these critical assessments which will determine their future progression opportunities.
- 5.4.2** If we move to a model of reduced time in schools there will be limited access to a teacher when our young people are learning at home and not in schools. This is a different model of provision to the time of lockdown where all teachers were working from home. All of our teachers will be in school teaching classes with a percentage of our pupils at home studying remotely. The EIS has published their own guidance for Blended Learning for their members (5 November 2020). In this, the EIS say they believe that teacher staffing of online teaching, whether delivered by teachers working from school or home, should be voluntary.
- 5.4.3** The reduced class contact time will also mean that the notional number of hours required (the learning time that it would take a learner to meet the outcomes defined) to complete an SQA qualification will not be able to be achieved, leaving young people at significant disadvantage compared to their peers in other local authorities that are not moving to model that by its nature leads to reduced class contact time.

## **5.5 Supporting Children, Young People and Families: Wellbeing**

- 5.5.1** As a service we are very mindful of the impact of COVID-19 on our children and young people, many of whom may have suffered loss and trauma as a result. For all learners a key focus during the Recovery Phase needs to be health and wellbeing, this is our key driver in recovery planning and in establishment of our blended model as suggested by the Education Recovery Group research.

**5.5.2** We have adapted our strategic approaches to supporting wellbeing, loss and change. Whilst we can and have provided support remotely to pupils, the most effective delivery of these programmes is within the safe established group settings schools provide. All research on Adverse Childhood Experiences confirms the value of significant positive adult relationships is key to supporting and building resilience in our children and young people. We have contingency within our blended model to ensure regular communications with young people considered particularly vulnerable and in ensuring all young people are aware of the range of ways they can access individual support if required. However, it is recognised that the most consistent and effective provision of social and emotional wellbeing support is delivered in a timely and responsive manner in the school setting by the significant adults with whom safe nurturing relationships have been established.

**5.5.3** Recent national surveys of Head Teachers and their deputies on online learning during the coronavirus lockdown identifies that 39% of the 1,558 surveyed identified the two biggest barriers to effective learning in a blended model of learning were low pupil participation and poor or no internet connection. We have established protocols within our schools to address these concerns such as regular contacts with young people and families considered vulnerable and at risk of non-engagement and supporting digital provision.

**5.5.4** It is recognised that for some of our most vulnerable families, despite mitigation factors, issues still remain. Locally, we recognise the challenges of chaotic home lives, substance misuse, parental mental health issues, domestic abuse and poverty are significant barriers to positive and effective home learning for some of our pupils and families. This is confirmed in national research, (*Coronavirus (COVID19): impact on children, young people and families-evidence summary*), which identifies there is evidence that children and families with low incomes are spending less time on home learning and have been at a cumulative disadvantage. The Education Recovery research group findings also note young people were concerned about the loss of routine and coping measures during lockdown; both suggesting the routines, continuity and face to face delivery schools offer are more conducive to effective pupil support and engagement in learning.

## **5.6 Child Protection**

**5.6.1** We have ensured continuity and adherence to Child Protection Procedures throughout the COVID 19 pandemic; revising collaborative practices and building upon the effective multi-agency working already established to support children, young people and families. The effective use of digital platforms has enabled all establishments to continue to plan effective support with families and partners. A recent survey by the British Association of Social Workers identifies concerns of increased risk for many families as a result of isolation. It recognised there were increased challenges in ensuring effective safeguarding given inabilities of staff to carry out home visits and school closures where the day to day “eyes on” of teachers was not

possible. Throughout lockdown we operated a range of childcare hubs across the authority to ensure the wellbeing and safety of some of our most vulnerable for whom home learning was considered an increased risk to them or a factor contributing to family stress. Childcare Hubs would not be possible within a blended learning model at this time. We have 55 children and young people on the Child Protection register at present and a significant number of others who are supported less formally but significantly by social work and educational services. Professional consensus is the most effective and regular way of ensuring their wellbeing, safety and responding to their needs is through daily attendance at school.

## **5.7 Transport**

- 5.7.1** Existing contracts for school transport would have to be amended, as the volume of young people travelling to school would reduce. Should we be looking to introduce social distancing on school transport, the volume of vehicles required would increase. The scale of this task is significant, as every contract would have to be reassessed. There would be financial penalties for the council in making changes to contracts, and a negative financial impact on many of our small local taxi contractors as they would not be required to transport as many young people to school on a daily basis.

## **5.8 Free School Meals**

- 5.8.1** Evidence from the child poverty action group showed that families entitled to free school meals valued having that support continue during lockdown. Should a move to a blended model happen local authorities should continue the provision of a free school meal or an alternative to all children who are eligible. We have 5,316 pupils registered for Free School Meals which currently costs £65,000 per week. Our current model ensures that all children and young people entitled to a free school meal are offered a hot, healthy lunch option every day whilst in school. While we would be able to continue supporting lunch provision on a blended model via direct payment to families, it does incur additional costs to the Council of approximately £23,000 (£5,000 for mainstream secondary schools) per week. It is also the case that children and young people would then be dependent on their families being able to purchase and provide the lunch with funds provided while at home.

## **6. People Implications**

- 6.1** Throughout the pandemic West Dunbartonshire Council have been committed to supporting the health and wellbeing of employees and have followed Scottish Government advice regarding the safety of employees in the workplace, including consideration of those who were on the shielding list. This advice has been updated and shared regularly with managers and employees across the Council as well as Trade Union colleagues.

- 6.2** The advice from Scottish Government relating to employees who had been part of the shielding category is that, whilst in Level 4 restrictions, they can continue to attend work if they cannot work from home and the workplace is COVID-19 safe. A range of measures highlighted in this report have been put in place to ensure that the workplace is COVID-19 safe. In addition to these overarching measures ongoing consideration has been given to employee's individual circumstances to ensure that, where appropriate, the Council's duty under the Equality Act to put reasonable adjustments in place for those with disabilities is met and that this is subsequently reflected in the individual's risk assessment. This has involved input and support from the individuals themselves, management, Human Resources, Occupational Health, Health and Safety and Trade Union colleagues where appropriate.
- 6.3** Whilst it is imperative that as an employer the Council's obligations in relation to employment law are met, the wider commitment to employee health and wellbeing has been at the forefront of the Council's response to the pandemic. To this end a wide ranging and varied package of supports has been put in place to support employees in returning to the workplace. This has included a particular focus on supporting the mental health of employees as evidenced by the continued provision of counselling and coaching as well as a range of online learning opportunities focusing on resilience, managing anxiety, work/life balance and grief. Beyond the 'face to face' delivery of these supports, recordings of which are available for employees to watch at their own convenience, a significant number of support resources have been shared to sign post employees to external supports where that is helpful.
- 6.4** In order to ensure that appropriate supports are being offered to employees, Wellbeing Advocates are asked to provide feedback on a regular basis about the types of challenges that employees are facing and this feedback directly influences the supports and activities delivered through the Employee Wellbeing Group.

## **7. Financial and Procurement Implications**

### **7.1 Potential costs of implementing Blended Learning in Secondary Schools**

<b>Item</b>	<b>Cost in £000 per month</b>
School transport - adjustments, decreased usage, social distancing etc.	222
<b>Cost of FSM in context of blended learning</b>	23
Broadband/device access for pupils	15
Staffing costs - additional training, additional resource/recruitment, etc.	14
<b>Total</b>	<b>274</b>

- 7.2** Where there is significant variation in transport contracts they would have to be re-tendered.

## **8. Risk Analysis**

- 8.1** Impact of the ongoing uncertainty and possible services disruption during the pandemic could impact on delivery of strategic outcomes.
- 8.2** Failure to implement an authority-wide strategy to raise attainment and secure improvement will disadvantage our young people and may become a reputational risk to the Council.

## **9. Equalities Impact Assessment (EIA)**

- 9.1** The assessment highlight significant potential differential impacts for some groups (e.g. cross cutting, disability, sex, human rights) these are detailed in the assessment, but we draw attention to the level of engagement of children in their learning from more deprived backgrounds and the impact on the mental health of young people particularly. This means that appropriate actions must be identified to mitigate possible negative impacts which would prove particularly challenging.

It is also important that the impact of the introduction of any kind of blended learning is monitored after implementation, and that this feeds back into provision.

## **10. Consultation**

- 10.1** Stakeholders have been consulted as part of the review including Head Teachers, Pupils and Parents
- 10.2** Legal Services and the Section 95 Officer have been consulted in relation to the content of this report.

## **11. Strategic Assessment**

- 11.1** Strong governance and contingency planning in place for the education recovery plan.
- 11.2** This reports reflects the Council's 2017-2022 overarching priority to reduce inequalities for the people of West Dunbartonshire which supports improved outcomes for all learners in our community.

Laura Mason  
Chief Education Officer  
December 2020

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**Person to Contact:** Laura Mason, Chief Education Officer

**Appendixes:**

- Appendix 1 – Key Principles of Blended Learning
- Appendix 2 – School Blended Learning Delivery Models:  
June 2020
- Appendix 3 – Possible Blended Learning Models:  
November 2020

**Background Papers:**

**Wards Affected:**

## Appendix 1 – Key Principles of Blended Learning

<b>Key principles for a blended learning model include:</b>	<b>What does this mean for teachers</b>	<b>Considerations</b>
<p>Class teacher retains responsibility for planning and organising children's and young people's learning</p> <p>Key learning which is available for learners to revisit as often as necessary opportunities for learners to progress and extend their learning</p>	<p>Teachers will need to consider how they will plan most effectively for both the 'live' teaching and learning which they will deliver and the learning that will take place remotely.</p>	<p>Where this time would come from? The working time agreements to support this?</p> <p>Ensure no additional workload implications for teachers and support staff.</p>
<p>Regular high quality face-to-face learning and teaching</p> <p>Learning opportunities which reflect the principles of Curriculum for Excellence allowing learners to develop their knowledge, skills and attributes in a variety of relevant contexts</p>	<p>Support and resources to be used away from the school/setting require to be differentiated to meet the needs of learners.</p>	<p>Where this time would come from and the working time agreements to support this. To ensure no additional workload implications for teachers and support staff.</p>
<p>A shared understanding between home and school of the blended learning approach and the respective roles and responsibilities of all involved</p>	<p>Parents and families will require support about what blended learning is, what it means for their children and how they can continue to contribute positively and effectively to their children's learning.</p>	
<p>Approaches to assessment of learning and providing feedback that support and capture children's and young people's achievements in school and at home</p>	<p>A revised approach to assessment as ongoing classroom formative assessment opportunities will be minimised to ensure that teachers know the progress that all young people are making.</p>	<p>For young people in the senior phase evidence generated at home can not be used as robust evidence to support teacher professional judgement for SQA qualifications. This is essential for N5, Higher and Advanced Higher alternative assessment models in place for this session.</p>
<p>Ongoing dialogue,</p>	<p>Learners will need to</p>	<p>Ensure that all young</p>

## Appendix 1 – Key Principles of Blended Learning

reflection and feedback with learners in relation to their own learning provision of learning activities to ensure engagement for all	adapt to these new circumstances which may require them to complete tasks prior to working directly with their teacher.	people have access to the technology and resources required to enable them to make progress with their learning.  Time for teachers to give feedback will need to be considered.
By considering the age and stage of development of learners who require additional support with learning and any learners who may be particularly vulnerable or disadvantaged	Specific consideration will need to be given to young people with additional support needs or those who encountered barriers to engagement during lockdown.	The arrangements required to support children with additional support needs during any blended learning model.  For some children and young people with additional support needs the return to any form of home learning may have a significant impact on them, due to further changes in their learning approach.  Wherever possible, consistency in learning approaches and support should be maintained.

## Clydebank High School – Blended Learning Delivery Model: June 2020

\*Plan to extend this to 50% in S3

		WEEK 1																																					
ss/e		C	T	F	G	A	B	B	H	D	A	A	B	C	C	F	D	G	F	A	A	B	B	C	C	D	D	F	F	F									
sz		B	A	C	C	H	H	K	B	C	D	C	F	K	G	D	G	J	F	A	C	B	A	E	L	K	N	C	I	G	D	A	F						
		MONDAY							TUESDAY							WEDNESDAY							THURSDAY							FRIDAY									
House	No of pupils	P1	P2	P3	P4	P5	P6	P7	P1	P2	P3	P4	P5	P6	P7	P1	P2	P3	P4	P5	P6	P1	P2	P3	P4	P5	P6	P1	P2	P3	P4	P5	P6	P1	P2	P3	P4	P5	P6
Clyde / Fruin 1,2&3	225																																						
Leven / Fruin 4 &5	223																																						
Luss / Fruin 6 & 7	233																																						
		WEEK 2																																					
		MONDAY							TUESDAY							WEDNESDAY							THURSDAY							FRIDAY									
House		P1	P2	P3	P4	P5	P6	P7	P1	P2	P3	P4	P5	P6	P7	P1	P2	P3	P4	P5	P6	P1	P2	P3	P4	P5	P6	P1	P2	P3	P4	P5	P6	P1	P2	P3	P4	P5	P6
Clyde / Fruin 1,2&3	225																																						
Leven / Fruin 4 &5	223																																						
Luss / Fruin 6 & 7	233																																						
		WEEK 3																																					
		MONDAY							TUESDAY							WEDNESDAY							THURSDAY							FRIDAY									
House		P1	P2	P3	P4	P5	P6	P7	P1	P2	P3	P4	P5	P6	P7	P1	P2	P3	P4	P5	P6	P1	P2	P3	P4	P5	P6	P1	P2	P3	P4	P5	P6	P1	P2	P3	P4	P5	P6
Clyde / Fruin 1,2&3	225																																						
Leven / Fruin 4 &5	223																																						
Luss / Fruin 6 & 7	233																																						

**Our Lady & St. Patrick's High School – Blended Learning Delivery Model: June 2020**

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
S1			All pupils attend 6 x 1 hour periods		
S2			All pupils attend 6 x 1 hour periods		
S3	All pupils attend 4 x 1.5 hour periods			All pupils attend 4 x 1.25 hour periods	
S4	All pupils attend 4 x 1.5 hour periods			All pupils attend 4 x 1.25 hour periods	
S5		All pupils attend 5 x 1.2 hour periods			All pupils attend 5 x 1 hour periods
S6		All pupils attend 5 x 1.2 hour periods			All pupils attend 5 x 1 hour periods

**St. Peter the Apostle High School – Blended Learning Delivery Model: June 2020**

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
S5/6	50% OF COHORT		50% OF COHORT		FLEXIBLE
S4					
S3 *	25% of cohort	25% of cohort	25% of cohort	25% of cohort	
S2	25% of cohort	25% of cohort	25% of cohort	25% of cohort	
S1	25% of cohort	25% of cohort	25% of cohort	25% of cohort	

\*Plan to extend this to 50% in S3 Page 70

**Vale of Leven Academy – Blended Learning Delivery Model: June 2020**

	Monday	Tuesday	Wednesday	Thursday	Friday
AM	S1/2	S4/5/6	S1/2	S4/5/6	S3
PM	S4/5/6	S3	S4/5/6	S3	S1/2

### Possible Blended Learning Models: November 2020

It must be considered here the impact that this additional workload may have on the wellbeing of practitioners as through both blended learning modes or rotational face to face/remote learning there is significant face to face time for teachers and support staff.

It should also be noted that teachers as yet have not worked through a blended learning approach nor a rotational model as set out in the contingency planning phase.

<b>Rotational Models</b>	Learners rotate on a fixed schedule between learning online in a one-one, self paced environment and sitting in a classroom with a face to face teacher.			
	<b>Key features</b>	<b>What this looks like for staff</b>	<b>What this looks like for learners</b>	<b>Worth noting</b>
1. Rotation of half classes	<p>Week on/week off rotation</p> <p>Days on/days off model across the week.</p>	<p>100% of staff in school, with a full timetable,</p> <p>Reduced number of young people in their classes.</p> <p>No capacity to provide online support for the other half of the class</p> <p>EIS position is that synchronous live learning of in-class lessons is not acceptable (3.3 &amp; 3.4 of EIS Advice on Blended and Remote Learning).</p>	<p>Face to face contact 50%</p> <p>50% of learners would be in school</p> <p>50% of learners at home learning independently</p> <p>No access to school services, supports, free school meals.</p> <p>Challenge to maintain engagement and motivation on week that they are not being supported directly with their learning face to face.</p>	<p>This model does not feature in any school contingency plan to date as one of the key principles on which to plan blended learning plans was to ensure that all children and young people were in school face to face every week.</p> <p>This was to ensure a relentless focus on the welfare and engagement of learners.</p> <p>Pace of learning affected.</p> <p>The potential that a large</p>

## Appendix 3 – Possible Blended Learning Models: November 2020

				<p>number of young people will be in the community during the school day.</p> <p>If days on/days off model young people would not engage in their full curriculum offer as they would miss certain curriculum subjects - a rolling day on day off model would be required which would be challenging for young people, staff and parents.</p>
2. Rotation by year/stage	Individual secondary school contingency planning put into place.	<p>Teachers would not have a full face-to face timetable</p> <p>Would free up time to support classes who are working online from home.</p> <p>teachers still have full classes in front of them so any social distancing concerns will not be alleviated</p>	<p>Face to face contact in school</p> <p><b>DA</b> BGE: 5 days over 3 weeks S Phase: 5 days over 3 weeks</p> <p><b>CHS, STPTA and OLSP</b> BGE: 1 day S Phase: 2 days</p> <p>'Flexible Fridays' used for additional</p>	<p>Technical constraints around bandwidth since many teachers will be online at the same time from the one location.</p> <p>Engagement of young people in online independent learning.</p> <p>EIS position that learning should not be live, streamed</p>

## Appendix 3 – Possible Blended Learning Models: November 2020

			learning opportunities / support for some young people.  <b>VOLA</b> BGE: 3 half days S Phase: 4 half days	learning.
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It is important to note that both rotational models presented do not reflect the principles of true blended learning. It should be noted that during the time that young people are not face to face in the school building they will be engaging in what we describe as remote learning given the union position in relation to expectation of teachers not to engage in 'live' learning or streamed learning.



**Report by Chief Executive**

**Council Meeting: 16 December 2020**

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**Subject: COVID-19 Update**

**1. Purpose**

- 1.1 To provide Members with an update in relation to COVID-19 in West Dunbartonshire since the previous update report to Council in November 2020.
- 1.2 To provide Members with up-to-date information on the additional support and advice that the council is providing to communities and businesses across West Dunbartonshire to help alleviate the impact of COVID-19.

**2. Recommendations**

- 2.1 Members are asked to:
  - (a) Note the information provided on COVID-19 in West Dunbartonshire since the update provided to the November 2020 Council;
  - (b) Note the information provided in relation to the additional support and advice that the council is providing to communities and businesses across West Dunbartonshire to help alleviate the impact of COVID-19; and
  - (c) Agree the planned approach for the use of the funding provided with the purpose of addressing future need to support individuals at financial risk, as advised at 6.8 of the report.

**3. Background**

- 3.1 The COVID-19 pandemic and the impact of the lockdown of society and services represents an unprecedented challenge for delivery of council services. Since the September 2020 report Scotland has remained at Phase 3 of the Scottish Government (SG) COVID-19 route map. Services have continued to return, often in different or reduced ways as the impact of COVID-19 continues to be managed in line with the route map and SG guidance. It is evident that there will be material financial implications for the council.

- 3.2** There continues to be regular review of the tier levels for local government based on the basket of indicators previously outlined and Elected Members will continue to be updated on any potential change from the current Level 4.

#### **4. Main Issues**

##### **Tier 3 – Friday 11<sup>th</sup> December 2020 2020**

On Tuesday 8<sup>th</sup> December 2020 the First Minister announced that the fall in infection rates in these areas previously moved to Tier 4 (which included West Dunbartonshire Council) - the most highly populated in the country - have contributed to an improvement in the situation across Scotland as a whole. The view is that all of this puts us in a much better position to cope with the inevitable difficulties of winter.

WDC will move to Level 3 on Friday 11<sup>th</sup> December 2020 in line with the guidance from Scottish Government. There continues to be a need for a cautious approach and there will be ongoing challenges and risks over the next few months.

The intranet has been updated with the latest news and updates including details of the wellbeing supports available along with all of the workforce updates are being issued and circulated for managers and employees. Managers will continue to brief staff who do not have internet access.

The Strategic Resilience Group (SRG) and the Operational Resilience Group (ORG) continue to meet to discuss the challenges and issues the Tier changes present to our Council and its service delivery. Elected members will continue to be updated through the reports to Council, monthly Elected Member briefing notes and more frequently where required.

##### **4.1 Changes to Governance Arrangements**

Normal governance and committee meetings continue. Elected Members continue to receive monthly briefings and there is a monthly Cross Party and Leaders meeting.

##### **4.2 Key Current Live Issues**

###### **4.2.1 Finance and Resourcing**

The restrictions imposed on businesses, including the Council, by the SG arising from the pandemic has resulted in a significant operational and financial impact. The absolute financial impact is not currently clear in totality as recovery processes and approaches develop and how the stages of the SG COVID-19 route map will actually affect Council services and finances is not clear as yet. This report provides an update on financial implications since the November 2020 report.

#### **4.2.2 Regulatory Services**

Environmental Health continues to support Test and Protect and provides a Public Health Covid-19 case assessment for the Education Service and a daily response to Public Health notifications of cases associated with community settings including business settings. Close working continues within the different teams in Regulatory along with Police Scotland through a joint working protocol. At the time of writing, confirmation is awaited on what tier West Dunbartonshire will move into. As West Dunbartonshire moves out tier 4, officers from Trading Standards and Licensing will visit re-opening premises to provide advice to owners and operators, and ensure compliance with Regulations. Visits will be prioritised on the basis of risk. Registrars continue to provide the death registration remotely and since 31 July there have been a further 44 Covid-19 related deaths registered in this area, of which 31 of the deceased were residents of West Dunbartonshire and 13 were residents of Glasgow City.

#### **4.2.3 Education**

As COVID-19 cases have risen in the community at large, there continues to be cases presented in Education settings, resulting in case assessments with employees and pupils having to self-isolate. From the time of introduction of the streamlined procedure for case assessments, there have been **155** recorded cases in Education settings and approximately **2,443** individuals (pupils and staff) identified as close contacts who have had to self-isolate. Analysis of data for both staff and pupils in November showed a decreasing trend for both positive cases and self-isolation. The online 'campus@wdc' is open to all pupils who are self-isolating, and class teachers also share course work via Google classroom.

Central Officers have recently been in schools to view staff and pupil movement around the buildings in light of level 4 mitigations. They report compliance is high with the wearing of face coverings by staff and senior phase students. Risk assessments are regularly reviewed and updated as required.

Guidance on Ventilation in schools is being progressed and to assess the financial impact of strategies that help balance the need for ventilation with keeping people warm. Further guidance has been issued for PE, Music, Drama and Dance and this will be updated as appropriate.

There will be no National 5, Higher or Advanced Higher exams this year and SQA have published further clarity on the work that learners need to complete in subject areas. We are reviewing our approach to moderation as a local authority and developing how best to work with our neighbours at a regional level. An additional payment will be made to teaching staff involved in this additional work for the SQA, and time devoted on in-service days in our secondary schools to assessment and moderation.

With the decision taken to keep to the scheduled term dates in December and January, planning is underway to put in place a Test and Protect service run by central officers whilst establishments are closed for the festive period.

We continue to work closely with our national partners, Head Teachers and Trade Union colleagues to ensure that all guidance is being followed and that we can continue to deliver the best experience possible for our children and young people.

#### **4.2.4 Communication, Culture, Communities & Facilities**

The Facilities Management (FM) Team continues to provide enhanced cleaning of frequently touched surfaces within schools, nurseries, depots, offices and other operational premises across the Council as part of the actions taken to minimise spread of the virus. The Performance & Strategy team continue to support national work on data reporting and analysis specific to the Covid-19 response and planning for recovery. Corporate Communications has continued to work with a range of partners include NHS GGC and the Scottish Government to engage and inform citizens and employees on the pandemic, restrictions, and available supports. We continue to issue media releases and prepare and share social media content regarding the pandemic and restrictions to partners and groups, including churches to ensure we reach as many people as possible. Across Citizen Services assistance was provided to enable residents to access services and financial support through Crisis Grants and Self-Isolation Support Grants. Libraries have been helping to support positive mental health during the Level 4 restrictions with 5,000 physical issues using Click & Collect and 11,000 digital issues in November alone.

#### **4.2.5 Housing and Employability**

Significant focus has been placed on communicating with our service users and communities about appropriate and safe behaviours to limit the spread of COVID-19. Our Housing and Homelessness services have increased signage in common spaces within our properties and sharing practical information with tenants, tenant groups and other landlord's / support providers through regular tenant/resident liaison meetings and Housing News articles. The Communities Team continues to share new Council public information through its network of community organisations. Working4U is cascading information through all its networks including the Youth Alliance.

All services are operating effectively, primarily based on remote working arrangements, with limited essential client services being delivered in the community under safe processes. This includes letting of vacant houses and support to vulnerable households.

Homelessness levels in West Dunbartonshire continue to stabilise and November saw the year's first comparative decrease in presentation levels with 2019. We do however continue to have a higher numbers of households in temporary

accommodation which stood at 315 at the end of November. We are actively working with these households to provide long terms housing solutions and every household has safe and secure temporary accommodation. Our new build programme has been progressing well under Covid-19 compliant working practices. Within the last month we have taken delivery of new homes for tenants in the St Andrews, Haldane and Creveul Court developments.

Our Housing Officers have continued to provide assistance to tenants struggling with food and utilities, in addition to prioritising allocations for homeless households and those with medical needs. Estate Caretakers and the Neighbourhood Team continue to ensure cleanliness is maintained within our high density housing and our Anti-Social Behaviour team has dealt with an increased volume of cases owing to the greater proportion of time tenants and residents have been at home.

Where required, we can provide access to crisis support for people who are identified though the Test and Protect process. We know from data provided by NHS there have been approximately 1500 people in West Dunbartonshire traced to date. Of those subsequently contacted, 85 have required additional support. The crisis team has continued to provide support with welfare / benefits advice and / or access to emergency food supplies to an average of seven households each day.

Work is on-going to support our most vulnerable citizens through the Crisis Support and Volunteer Management teams (VMT). Plans are in place to ensure sufficient cover is provided over the festive period and the service continues to address the on-going demands for PPE to carers and care homes across the authority.

#### **4.2.6 Winter Planning and Resilience**

The winter gritting programme has commenced with carriageway and footway crews on standby from 1 November. The daily weather forecasts are monitored and actions set by the Duty Forecaster. Measures are in place to provide resilience with a complementary communications plan.

#### **4.2.7 Asset Management**

Compliance checks to continue in operational buildings being used including fire alarm systems and legionella checks. All required works being carried out via specialist contractors to ensure building re-openings are safe to do so. Continue to implement Property Recovery plans for offices, assisted Education with Schools reopening and work with HR&OD following workforce styles return to establish which offices are required to open for immediate returners.

Coordinating the Store requirements of HSCP by Asset Management continues to operate well. Proposal for one combined now in operation and processes being reviewed regularly. Request to move the Mobile Testing Unit from the Meadow Centre Carpark to the Church Street office car park has been fully implemented with

compliance arrangements carried out to allow access to the office for welfare facilities. Work with S.G and WDLT to open Napier Hall in Old Kilpatrick as a new walk through COVID testing facility. Christmas holiday cover in place with out of hours arrangements in place. Emergency stock packs will be located at Cochno Street store for users of the integrated store and NSS Hub. Delivery arrangements are in place should these be required.

Housing and General Services projects continue on site with COVID site management plans requiring to be approved prior to re-starting non-essential construction works. Plans being approved via Corporate H&S. Risk Assessments approved by unions for staff accessing sites and operational buildings where required.

#### **4.2.8 Housing Capital Investment**

In line with restart guidelines the majority of Housing Capital work programmes have recommenced, the team are fully working from home and managing all communications to tenants involved in programmes and maintaining email contact links. All restarted work programmes are being managed under the new circumstances and working with our contractors to ensure all sites and work are carried out safely in line with COVID management processes. The team continue to update all investment and housing databases to assist with ongoing records, programme monitoring and year-end returns. Private Sector Housing Grants applications and processing is also active and managing this in line with COVID management processes.

#### **4.2.9 Building Services**

It has been necessary to suspended Housing non-essential internal works from 23/11/20 for 3 weeks following WDC being placed in Tier 4 of the Scottish Government tiered COVID-19 model. Housing non-urgent repairs will recommence on Monday 14/12/20; this following the Scottish Government confirmation that all areas placed in tier 4 will move to tier 3 or lower from Friday 11/12/20. Front line craft workers were reassigned to alternative projects during the tier 4 restrictions period and it has not been necessary to apply for furlough.

During this period tenants were requested not to report any non-urgent repairs and this facility will recommence again on Monday 14/12/20. All Corporate Asset Management (CAM) projects and works continued uninterrupted during the period when WDC was placed within tier 4.

Building Services continue to provide all services with the exception of non-urgent Kitchen, Bathroom and Shower installs. Arrangements have now been put in place and these will commence in January 2021. The service will recommence efforts to complete outstanding repairs as a result of lockdown and placement in tier 4.

Whilst all services and all team members are back at work, the necessary COVID-19 compliance measures and restrictions have and will continue to have an affect on the productivity and activity of the workforce.

Some pinch points on material supplies is evident currently and this area is being closely monitored to ensure any necessary action required is taken to minimise disruption to projects, tenants and financial outturns.

Building Services will be closed over the festive period from 25/12/20 until 05/01/21 with depots and offices closed. Cochno Street Depot will remain open where the Council's out of hours emergency service is delivered from. The emergency service will have additional resilience over the festive period with back up stand by team members available if demand is high and also contact details of team members who will be available if a large scale emergency situation arises.

#### **4.2.10 Economic Development**

The Business Support team successfully administered the Coronavirus Business Support Fund on behalf of the Scottish Government. This Fund consisted of a Small Business Grant, Retail, Hospitality & Leisure grant, Newly Self-Employed Hardship grant and a B&B Hardship grant which all provided financial support to local businesses experiencing hardship as a result of the COVID-19 lockdown. The fund closed on 10 July 2020, the team had approved 1,400 applications from local businesses and provided funding which totalled £14,780,750.

The team also delivered the SG COVID-19 Business Closure Fund and Business Hardship Fund. These funds provided one-off grants to hospitality and other businesses required to close or that were very directly impacted by the restrictions implemented on 9 October 2020. The business support team approved 93 grants for this fund, equating to £242,965. We have contacted the 52 businesses that previously applied for the closure fund and confirmed that they were furloughing staff to invite them to apply for a one off grant payment of £1,650. To date we have received 43 applications and awarded 34 grants equating to £56,100. A further grant for soft-play and nightclub establishments who have been impacted by closures was also delivered. There are discussions with Scottish Government regarding other grant interventions including a Discretionary Fund and Newly Self Employed Hardship Fund Phase 2 that we understand will both likely be in place in early January 2021.

The Scottish Government Strategic Framework Business Fund went live on Friday 13 November 2020. To date we have received 368 applications and approved 239 applications with 72 payments having been made equating to £123,825. Further detail will be received from the SG regarding the breakdown of the next payment in due course and this will reflect the tier level as from 11 December 2020.

A Business Recovery programme has been developed and promoted to local businesses to assist them to recover after the lockdown period. The Business Recovery programme includes a range of free webinars, 1-2-1 expert help and grant support to assist businesses to adapt their properties, purchase capital equipment and to encourage them to review their business strategies and improve their on-line presence.

The focus for the Business Support service continues to progress with the Business Gateway programme and engage and support the business community in the recovery phase from the Pandemic. Together with the Chamber of Commerce the service is supporting a Scottish wide 'Love Local' campaign with local retailers to stimulate our Town Centres as they commence the recovery process.

In terms of regeneration works the District Heating Network at Queens Quay is operating successfully and delivering heat to Clydebank Leisure Centre, Titan Enterprise, and Aurora House with a number of other facilities coming on stream, including the care home, Wheatley social housing development, new NHS Health centre and discussions are progressing with West College Scotland, Clydebank campus building. Discussions are also progressing in terms of wider site connections with housing developers and importantly the expansion opportunities of connecting to the Golden Jubilee Hospital and progressing opportunity of securing LCITP funding from Scottish Government. The Regeneration infrastructure works at Queen Quay with Council £15.62m contribution is completed successfully. The Council City Deal project at the ExxonMobil site is progressing with the key milestone of conclusion of missives for the site completed in September 2020 with the view of transfer site ownership on completion of ExxonMobil remediation works in two year's time.

## **HSCP Services**

### **4.2.11 Residential Care Homes**

The weekly multi-disciplinary oversight group including Public Health and the Care Inspectorate continues to meet and as at 9<sup>th</sup> December, all West Dunbartonshire Care Homes, both independent and directly provided, had an overall RAG rating green.

Testing of all care home staff continues on a weekly basis. Where a member of staff or a resident develops symptoms or tests positive, then mass testing of all residents (with consent) and staff is carried out. To date, 14,303 staff tests have been carried out, and 2,244 tests of care home residents.

Where any resident or staff members tests as positive, the care home is required to close to new admissions for 14 days.

The testing process for staff working in West Dunbartonshire care homes has been successfully transferred from the UK Social Care Portal, using the Glasgow Lighthouse Lab, to NHS GGC Laboratories. This has improved accuracy and timeliness of results.

#### **4.2.12 Testing Staff and Residents**

Testing Expansion plan will significantly expand testing to designated visitors to care homes and professionals from health and other professions that regularly visit care homes. This additional testing will enhance the existing layers of protection in place for our social care sector, for the people it serves, and for our communities. This expansion is possible because of increases in our testing capacity and new testing options particularly lateral flow devices which return a rapid result. Testing for designated visitors, using lateral flow devices, will be made available to all care homes from w/c 11 January

It may not be possible to complete a robust roll out of lateral flow testing for designated visitors before Christmas. To ensure that all care homes have access to designated visitor testing to provide an additional layer of protection over the festive period, we have secured PCR testing for care homes. This can be offered in the weeks commencing 21 and 28 December and 4 January.

#### **4.2.13 Testing**

West Dunbartonshire Testing								
	30/11/2020	01/12/2020	02/12/2020	03/12/2020	04/12/2020	05/12/2020	06/12/2020	Average
Capacity	468	468	468	468	468	468	468	468
Testing Completed	176	82	149	55	119	51	67	100

#### **4.2.14 Care Home Visiting**

No indoor visits other than in special circumstances, such as end of life, are permitted while West Dunbartonshire is in Tier 4. However, with moving to Tier 3, new guidance on care home visiting has been received which permits indoor visiting, where safety precautions are in place and where risk assessments have been signed off by Public Health. We have been working in partnership with local care homes and supporting them to undertake the requisite risk assessments to enable them to plan and be prepared for when it is possible to reinstate indoor visiting. We continue to be guided by our Public Health Colleagues and are firmly sighted on the importance of care home residents having contact with family members to maintain their wellbeing.

#### **4.2.15 New Queen's Quay Care Home**

Moving residents from one care home to another takes detailed planning at any time, but in a pandemic, has required very meticulous planning, involving the

residents and their families, the residential staff team, Care Inspectorate, Health and Safety and Public Health.

A detailed migration plan has been developed, and on 14<sup>th</sup> December, subject to no changes to current circumstances, residents will begin to move into Queens Quay House. The 2 existing care homes of Mount Pleasant House and Frank Downie House will transfer into the new home, but will remain in the group or 'bubble' of their current home for 14 days after the move.

The new home offers a wonderful array of spaces, including a cinema, bistro, art studio, activity rooms, courtyards and terraces. The residents will be able to enjoy these spaces, in managed smaller groups, during this 14-day period.

#### **4.2.16 PPE**

The PPE Social Care hubs have received their winter planning contingency stock from NSS. The Hubs are prepared for the public holiday period and have plans in place should emergency supplies of PPE be required by providers or carers during holiday period.

#### **4.2.17 Children & Families and Justice Services**

Since the last update, additional space to provide contact between children and their families in Clydebank and Dumbarton has been implemented and is working well. Managers are also scoping alternative venues to maximise opportunities for face-to-face contact, alongside established digital opportunities.

Recent additional capacity within Specialist Children's Services has also enabled more children to be booked in for appointments with the Child & Adolescent Mental Health Service (CAMHS). Demand remains high; however the team are working with colleagues across the Greater Glasgow & Clyde area as part of the Board-wide waiting list initiative.

Funds of £62,500 have been distributed to each local area to support initial planning and preparation of a whole systems approach to community based mental health supports for children and young people aged 5 to 24 (and up to 26 for care experienced young people). Locally, the Robert Owen Centre at Glasgow University has been commissioned to undertake a review and analysis of current services for children and young people's mental health and emotional wellbeing. This will be followed by using a co-production approach with young people to inform plans for new services or the development of existing services.

Within Justice Services, unpaid work continues to be provided, albeit on a restricted basis to reflect safe working practices. Currently 20 squads, each comprising three individuals, are in operation each week, with additional supports being provided to the local food bank during Tier 4 restrictions. Demand for social work assessments to assist sentencing has increased by 18% on the previous year and social work

staff have been able to return to Dumbarton Sheriff Court, prioritising the work of remand and custody courts.

#### **4.2.18 Finance**

As previously reported all actual and projected Covid-19 related costs being incurred by the WDHSCP are reported on a monthly basis to the Scottish Government as part of the NHS GGC consolidated Local Mobilisation Plan financial return. The submission on the 24 November projects a cost across health and social care services of £7,986,766 an increase of approximately £1.056m on the October projection. The increase being mainly attributable to additional social care costs related to the estimated costs of the extension to provider's sustainability payments.

The fourth tranche of Scottish Government funding released to the 6 Glasgow HSCPs in early October has now been finalised and the £1.747m share to WDHSCP can be split into £0.684m for health care and £1.063m for social care. This brings total social care funding to date for Covid-19 related costs to £3.710m. There will be a further allocation in January based on the November return and a final "mop-up" allocation in March with the verbal assurance from Scottish Government officials that funding will match actual costs incurred less any offset savings recorded through the local submissions."

#### **4.2.19 Testing Expansion Plan for Care at Home**

The Cabinet Secretary for Health and Sport has announced the expansion of routine testing in a number of areas, and outlined the plans for testing expansion for social care staff. The final pathway is still under development and work is required with local partners, providers and workforce bodies, such as the unions to ensure effective delivery.

Social Care – Care at Home from 11 January 2021 - for sheltered housing and residential settings, in line with the substantive care home program roll out from 18 January 2021 - for care at home service. Roll out is expected to conclude by end March 2021.

#### **4.2.20 Care Homes**

The weekly multi-disciplinary oversight group including public health and the care inspectorate meeting on 08.12.20 had an overall RAG rating of green for all 12 care homes. This means that there were currently no outbreaks or suspected outbreak of Covid 19 within any care homes in West Dunbartonshire at that time of reporting.

#### **4.2.21 Testing**

##### **Testing Facilities**

Local testing facilities remain available in West Dunbartonshire through two routes. The first is the Mobile Testing Unit operating on alternative days from Church Street. The second is the Local Testing Unit operating out of Napier Hall, Old

Kilpatrick, from 8am till 8pm 7 days per week. Both facilities continue to be well used.

#### **4.2.22 Covid-19 Vaccination Planning**

On the evening of Friday 4<sup>th</sup> December, we received a letter from the Chief Medical Officer informing Health and Social care on the commencement of Covid Vaccination.

Vaccination of key frontline staff across NHSGGC began on Tuesday 8<sup>th</sup> December.

The situation remains very fluid and is changing rapidly, due to factors relating to the special characteristics of the first available vaccine, the availability of vaccine, and rapidly changing guidance.

##### The Vaccine

The currently available vaccine is manufactured by Pfizer and has been named Courageous. The specific characteristic of this vaccine is that it needs to be stored at -70 degrees, requiring very high tech freezers. Across GGC, these freezers are currently only available at the Louisa Jordan Hospital. The vaccine requires to be administered in 2 doses, a minimum of 21 days apart, with immunity levels established 7 days following.

The next vaccine, not yet approved, but expected to be approved prior to Christmas, is the Oxford vaccine, named Talent. This is much more like the flu vaccine, in that it can be more easily stored and transported.

Both vaccines are licensed for use in over 18s, excluding pregnant or breast-feeding women, or those who have previously had severe allergic reactions.

Three other vaccines are currently going through approval processes and are expected to be approved early next year.

All require 2 doses at roughly 28 days apart. It is not yet known, how long immunity will last.

It is also important to note that the vaccine prevents serious illness, but it is uncertain that it does not prevent onward transmission of the Covid virus to other people by the vaccinated person, so other safeguards will require to remain in place for some time.

##### Priority Groups

The Joint Committee of Vaccines and immunisations (JCVI) have agreed that priority groups for vaccination should include those who:

- are at risk of becoming seriously ill and dying

- are at particular risk of becoming infected because of their occupation

At the time of writing, the Priority list has not been finalised, but at present, is as follows:

- Residents and staff working in care homes for older adults
- Those aged 80 years and Over
- Front line health care workers in contact with patients and social care workers providing direct care to clients
- Those aged 75 to 79 years
- Those aged 70 to 74 years + those current shielding groups of any age 18 years and over
- Those aged 65 to 69 years
- Those aged 18 to under 65 and in an at risk groups
- Those aged 50 years and above

Current planning is focusing on staff and care home residents. Across GGC, this totals almost 83,000 people.

#### The Distribution

The Scottish Government has stated that distribution will occur over 3 phases/ waves. Wave 1 being staff, care home residents and over 80s during December and January.

Moving forward, once assured that the vaccine can travel, mobile teams may be deployed to key venues, but assurance that no doses are wasted will be a key consideration. Mass vaccination clinics will be set up across GGC, and we may be asked to provide venues similarly, to what we did for flu. This has not been confirmed.

In addition, in recognition of the imminent move of residents and staff to Queens Quay House in Clydebank, staff from the effected homes have been prioritised to be vaccinated on 10<sup>th</sup> and 11<sup>th</sup> December. Plans have been developed to schedule appointments at the Louisa Jordan Hospital for as many of the 110 staff as possible, with socially distant measures in place.

## **5. People & Technology**

- 5.1** Teams across People & Technology (ICT, H&S, HR, OD, Change & Digital and Transactional HR and Pay) have been and continue to be redirected as and when needed to best support the organisation.

- 5.2** Scottish Government announced a £500 “bonus payment” to be paid to Local Government employees (amongst others) involved in the provision of social care. Work is underway to determine who may be in scope and how this payment might be administered.
- 5.3** The continuing restrictions require alternative means of distributing payslips for those still receiving a paper version. Approximately 50% of those have now been converted to e-payslip. This reduces risk and ensures delivery before the relevant pay date.
- 5.4** Technology provision for those remaining working from home (circa 1500) are stable and roll out plans for Office 365 are well underway.
- 5.5** The teams are developing a ‘Winter Support Package’ to bolster our workforce wellness. A weekly round up will be issued in the weeks preceding the festive period.
- 5.9** At the end of November, 51 employees had been referred for testing via the employer portal.

## **6. Financial and Procurement Implications**

### **6.1 Financial Implications**

The lockdown has had, and continues to have, implications in terms of service delivery and in relation to the Council’s agreed budget for 2020/21 as a result of additional spend requirements, lost income offset by some cost savings due to services reducing/stopping. The SG has provided additional funding to support Councils. Total net cost implications of COVID-19 on the General Fund will not be clear for some time as the Council moves through the phases of easing of lockdown often won’t be clear until they happen.

- 6.2** Since the imposition of lockdown the SG has implemented a number of approaches to mitigating the impact of COVID-19 on citizens of Scotland, businesses, charities and Councils. The majority of the funding that the SG has distributed for various purposes has been derived from Barnett consequential from UK Government funding provisions, though some will have come from re-prioritised SG funds. As the second wave of the virus has increased incidences of infection and hospital admissions the Scottish Government has implemented an approach to implementing local restrictions and has provided further funding linked to this.
- 6.3** The COVID-19 Update report to August 2020 Council reported that £5.582m of funding had been allocated to WDC to provide financial support, including funding for provision of support to the community for food provision, additional Social Welfare Fund payments, additional Discretionary Housing Payments and additional Council Tax Reduction payments (the latter has not yet been allocated). The

September Council reported a further £0.862m linked to the further Barnett consequential of £49m, giving a total of £6.444m. Further funding for loss of income will be distributed to all Councils, the value of the WDC share is not yet known.

- 6.4** The November report detailed a number of funding streams have been notified either via letters from the SG, or via reports to COSLA Leaders, but where the allocations to WDC had not yet been advised, these have been updated as follows (or no updates have been provided where “TBC” remains in place:

**Capital Grants:**

<b>Funding</b>	<b>Scotland</b>	<b>WDC</b>
Regeneration Capital Grant Fund – additional funding	£12.000m	TBC
Bus Priority Rapid Development Fund	£10.000m	TBC

**Revenue Grants:**

<b>Funding</b>	<b>Scotland</b>	<b>WDC</b>
Administration of £500 payments to individuals financially impacted by local covid restrictions	£0.906m	£0.024m
Council Tax Reduction – additional funding due to covid-19	£25.000m	TBC
Young Person’s Guarantee – support to 16-24 year olds in employability and skills support	£30.000m	TBC
Discretionary Housing Payment – additional allocation linked to covid-19 financial impact	£3.000m	TBC
Environmental Health Officer Support Funding (2020/21 and 2021/22)	£2.900m	£0.019m 2020/21 £0.027m 2021/22
Free school meals over winter holiday periods	£6.950m	£0.186m

- 6.5** In addition, since the November report further SG revenue funding has been announced, as follows:

<b>Funding</b>	<b>Scotland</b>	<b>WDC</b>
Discretionary Funding for Businesses	£30.000m	£0.439m
Newly Self-Employed Hardship Fund	£15.000m	TBC
Local Authority Administration Grant – to support ongoing implementation of Business Support schemes	£5.000m	TBC
Flexible funding Welfare/Social Support for Level 4	£15.000m	TBC

**6.6** Total net cost implications of COVID-19 on the General Fund will not be clear for some time with financial implications as the Council moves through the phases of easing of lockdown often won't be clear until they happen. Budgetary Control reports to Council and Committees will provide up-to-date financial projections of the Council's financial performance, including the net projected impact of COVID-19 with the next report being finalized for the Council meeting on 25 November 2020. There is no further update in relation to the three financial flexibilities announced by the SG and officers await guidance on implementation of these from the SG.

**6.7** It is highly likely that there will be a net financial impact to the Council from COVID-19 in both 2020/21 and 2021/22 with potential for additional bad debt provision and clearly it will be important that further funding is secured from Government and/or appropriate financial flexibilities are provided to Councils to mitigate the impact in these years.

**6.8** £20m SG Funding: Addressing Future Need to Support Individuals at Financial Risk – flexible funding

As was reported in the November COVID-19 Update report the Council has been allocated £0.481m from this fund for the following purposes:

- Supplementing local budgets for the Scottish Welfare Fund to ensure demand is met in full;
- Provision of cash-based support to tackle food insecurity, or alternate provision where this is more appropriate or is the preference of individuals themselves, including for households whose children are registered for Free School Meals;
- Providing support to meet fuel costs, for example through existing schemes such as fuel cards or a locally targeted fuel grant;
- Further boosting local funding for Discretionary Housing Payments as needed.
- Other activities and services, as necessary, to support individuals to overcome financial crisis and support wellbeing.

Officers have reviewed the above and identified the following planned allocation of this funding for use between now and the end of the current financial year. Residents will be directed for fuel support, etc. through the Working4U partnership to the Council's Scottish Welfare Fund Team, whilst support for foodbanks, homelessness, etc. will be managed through the Communities Team.

Foodbank Support	£0.120m
Homelessness welfare support and people with no recourse to public funds	£0.025m
Scottish Welfare Fund top-up (to include funding for fuel costs and general wellbeing)	£0.200m
Discretionary Housing Payments top-up	£0.136m

## 6.9 Winter Welfare Fund

In addition to the funding identified in the tables at 6.4 and 6.5 above, a recent SG announcement on a Winter Welfare Fund identified allocations for the following purposes:

- Support for low income families £22.000m
- Support for vulnerable children £23.500m;
- Communities and Third Sector Recovery £15.000m;
- Digital Inclusion – Older People £5.900m;
- Support for fuel bills £7.000m;
- Funding to reduce the risk of Homelessness £5.000m;
- Flexible funding for COVID level 4 Councils £15.000m;
- Strategic National Food Fund £2.000m;
- Benefits campaign £0.250m; and
- Held in reserve £4.200m.

Within the £22m to support low income families is an element to provide £100 per pupil eligible for Free School Meals as part of an estimated £16m funding stream. The SG intention is that these payments will be provided by before Christmas. Within WDC plans are in place to make these payments in the week commencing 18 December 2020. Not all of the above funds will come to Councils, however at this stage full details are not available.

## 6.10 Procurement Implications

There are no direct procurement implications arising from this report, however we continue to remain vigilant to any potential future supply chain issues which may develop due to changes in COVID restrictions / council levels.

## 7. Risk Analysis

- 7.1 In accordance with the Council's Risk Management Framework, a Strategic Risk has been developed in response to the COVID-19 pandemic. This, along with the organisation-wide, operational risks sitting beneath, will be reported in the bi-annual risk updates to Corporate Services and Audit Committees. The first draft of the risk is appended to this report.

- 7.2** The most significant risk remains the financial impact of COVID-19 on the Council and the potential shortfall in funding support from the SG. COSLA has continued to engage with the SG to evidencing the financial impacts on Councils and the need for further financial support or financial flexibilities. The outcome of this will be important in terms of the future financial position of the Council.
- 7.3** There remain risks around how the UK exits the European Union. The current budget assumptions are based on the UK budget announced in the autumn of 2018 which stated that in the event of a “no deal”, or a deal less favourable than hoped for, it was likely that the UK Government would require to reset the country’s finances. Such a move or any other impact of Brexit could have a significant impact on the Council and its financial position for 2020/21 and subsequent years, which has the capacity to compound any ongoing COVID-19 financial impacts.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** No equalities impact assessment was required in relation to this report.

## **9. Consultation**

- 9.1** Discussions on the issues herein have been had with the Trades Unions on an ongoing and regular basis and a copy of this report provided in advance of the publication.

## **10. Strategic Assessment**

- 10.1** All actions and plans around COVID-19 have been done in order to continue to achieve the Council’s strategic objectives.
- 10.2** Sound financial control and good governance remains a key approach in minimising the risk to the Council and the ongoing capacity of the Council to continue to deliver its strategic objectives in the longer term.

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**Joyce White**  
**Chief Executive**

**Date: 10 December 2020**

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- Background Papers:**
1. Member Briefings and FAQs on COVID-19 issues;
  2. Budget Report – Council, 4 March 2020;
  3. Minute of Council meeting – 4 March 2020;
  4. COVID-19 Update Report – Council 24 June 2020;
  5. COVID-19 Update Report – Council 26 August 2020;
  6. COVID-19 Update Report – Council 30 September 2020;
  - and
  7. COVID-19 Update Report – Council 25 November 2020.

**Wards Affected:** All



**WEST DUNBARTONSHIRE COUNCIL**

**Report by the Strategic Lead for Regeneration**

**Council: 16 December 2020**

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**Subject: Glasgow City Region City Deal - Update**

**1. Purpose**

- 1.1** To note the progress with the implementation of the Glasgow City Region, City Deal.

**2. Recommendations**

- 2.1** It is recommended that Council:
- i) notes the progress of the Glasgow City Region (GCR); and
  - ii) notes the Council's City Deal project for the Exxon site.

**3. Background**

- 3.1** The Glasgow City Region City Deal Infrastructure programme equates to £1.13bn of investment during period 2015-2035. Projects are progressing and have reached various stages from Strategic, Outline and Full Business Case stages of approval.

**4. Main Issues**

- 4.1** The Cabinet approved the Interim Performance report at Appendix 1 from the Programme Management Office (PMO) with a number of highlights identified at 5.2.
- 4.2** The Glasgow City Region Economic Recovery Plan, entitled Recover Rebuild Renew can be found at Appendix 2.

**5. Glasgow City Region City Deal Update**

- 5.1** At GCR Cabinet meeting on 6 October 2020 the Ravenscraig Infrastructure Access project Outline Business Case (OBC) in North Lanarkshire Council was approved following approval by Chief Executives' Group on 24 September 2020. The OBC secured £4.2m of funding from existing NLC City Deal allocation that will allow the project to progress. The project will be developed as four Final Business Cases which are under development.
- 5.2** The GCR Cabinet met on 8 December 2020 and approved the Interim Performance Report from the PMO. The full report can be found at Appendix 1. With the challenges presented by the Covid-19 pandemic all member authorities have completed reviews of their City Deal projects and have confirmed all projects are to proceed and have submitted Change Control Requests providing new timescales for the vast majority of projects, providing a refreshed schedule for the Programme.

**5.2.1** A total of 15 Change Control Request (CCR) have been submitted as part of the recovery planning process. Project delays have been identified and range for many months up to a number of years, in particular for GCC Integrated Public Realm projects with delays until 2028. There has been no additional financial costs identified at this stage, however difficult see how this can being avoided with cost of inflation to be considered.

**5.2.2** All CCR recommendations for approval are subject to updated expenditure profiles for each project being submitted to the PMO with Q4 2020/21 returns and any future changes to Scope, Benefits and Finance related to these changes being submitted for approval.

**5.3** The GCR Cabinet approved the review of Governance Structures. This report set out findings and suggested improvement actions from the first phase of Glasgow City Region's governance structure review, carried out through interviews with Cabinet members, discussions at groups meetings and an online survey for stakeholders.

**5.3.1** The improvement actions will be incorporated within the updated Assurance Framework which will be submitted for Cabinet approval in February 2021.

**5.3.2** Additional recommendations from a second phase of the review will be reported to Cabinet in early 2021 and will be shaped primarily by the outcome of the Cabinet's considerations regarding additional powers and the development of the Regional Economic Strategy (RES). The Governance Review report is provided as a background paper.

**5.4** At GCR Cabinet also considered an internal audit review paper was noted which provided a review of Governance Compliance with four opinions expressed:

- 1) The control environment is satisfactory i.e. audit testing found no concerns with the control environment.
- 2) A reasonable level of assurance can be placed upon the control environment i.e. audit testing found no major weaknesses in the control environment but some improvements could be made.
- 3) A limited level of assurance can be placed upon the control environment i.e. improvements are necessary to ensure the control environment is fit for purpose.
- 4) The control environment is unsatisfactory i.e. significant improvements are required before any reliance can be placed upon the control environment.

The Programme Management Office (PMO) will progress these recommendations and will report progress to the GCR Cabinet.

## **5.5 City Region Recovery Plan**

**5.5.1** At the City Region Cabinet on 8 December 2020 an Economic Recovery plan in response to Covid-19, entitled Recover Rebuild Renew was presented and approved. The economic recovery plan identifies a ten-year, £5bn scheme including a housing energy efficiency retrofit programme that would support 75,000 jobs. Proposals for a regional skills programme and identifying skills opportunities and in-demand jobs in the post-COVID economy also feature, along with plans to continue lobbying government for additional support, expanding active travel and public transport options, and

enhancing help for those made redundant in order to get them back into work or training. The updated Recovery Plan is attached as Appendix 2.

**5.5.2** It is anticipated that a refreshed Regional Economic Strategy will be published in 2021 and this will set out the longer term objectives to restart the Regional Economy. This will build on the foundations set out in this Recovery Plan, adapting to the challenges of living with or post-Covid-19.

**5.5.3** The ten actions identified in the updated plan are aligned with the previous set of actions approved by Cabinet on the 11 August 2020 and reflect the national policy announcements from the UK Government and Scottish Government over recent months, and the activity that is underway in Glasgow City Region to respond to Covid-19.

**5.5.4** Beneath the ten actions a series of supporting tasks and enablers have been identified, and lead delivery partners assigned ownership.

**5.5.5** Updates and progress reports on the Recovery Plan actions will be provided to meetings of the Glasgow City Region Chief Executives' Group, Regional Partnership, Cabinet and provided as an update to Council.

## **5.6 Renfrew Bridge Project**

**5.6.1** The £90.6m City Deal funded Clyde Waterfront and Renfrew Riverside (CWRR) Project consists of a new "opening bridge" in the location of Meadowside Street, Renfrew linked to a new road network which links to Dock Street in Clydebank in the north. The roads and bridge will include segregated provision for walking and cycling and will enable improved public transport links.

**5.6.2** Following evaluation of the initial tender for the Design & Construct Contract the project team concluded negotiation meetings early June 2020. Responses to the invitation to submit a mock tender were returned on 28 August 2020. The negotiated change to scope were made in September 2020 with the final ITT issued in October 2020.

**5.6.3** Considerable progress has been made clearing/partially clearing a number of planning conditions to allow contractor to commence site works on award. All conditions have now been signed off by Glasgow City Council and West Dunbartonshire Council to allow site start.

**5.6.4** Consultant appointed to explore opportunity to dispose of dredged material offshore or within Lobnitz Dock, have engaged with Marine Scotland (MS) to explore options for cost savings on project. A new MS licence application is ready to submit requesting offshore disposal of arising.

## **5.7 Finance Group Update**

**5.7.1** The finance sub-group last met on 20 October 2020. It was reported that the programme currently has a projected underspend of £1m, however due to Covid-19 all projects are currently under review as project delay may result in cost increases and delays.

- 5.7.2** The approach for use of any City Deal identified underspend will revert to the Finance sub-group which will consider following reviews as part of project recovery plans. This is an important process as the Council seeks to secure access to any wider underspend for our Exxon project which is currently seeking an additional £6.153m.

## **5.8 Labour Market Working Group (LMG) Update**

- 5.8.1** The Council's proposal developed jointly between Working4U and Work Connect has successfully achieved the initial target to recruit and support 43 people who were considered to be some distance from the labour market. Alongside Working 4U, Work Connect provided ongoing support for the group that aimed to build their confidence and resilience. The support provided included:

- Specialised person-centred needs analysis;
- low level psychological interventions with a health professional;
- Provision of healthy activities to promote healthy living;
- reinstating executive cognitive functioning; and
- Delivery of behavioural activation activity.

- 5.8.2** The initial intention was that the programme would finish in March 2020. However further funding was confirmed and extended until August 2020. This enabled the Council to deepen the partnership approach and provide further assistance and access to learning and employment opportunities. As a result, the partnership is in a much stronger position to design and deliver specialist employability services for people with challenging life circumstances, that prevent them from considering employment as a viable option.

- 5.8.3** A Skills and Employment Futures Report was presented at the GCR Cabinet on 8 December 2020 by Professor Alan McGregor from the University of Glasgow. The presentation was supported by a briefing paper which makes a number of recommendations to the GCR Cabinet, this has been provided as a background paper.

## **6 West Dunbartonshire Council City Deal Project**

- 6.1** A Council report entitled 'ExxonMobil Commercial Agreement' was approved on 24 June 2020. Officers have been in dialogue with 3<sup>rd</sup> party land-owners to progress the land transfer and are proceeding with procurement of a lead contractor to deliver the City Deal project as agreed. The Final Business Case is due in December 2021.
- 6.2** The Planning Permission in Principal application for the Exxon project will be presented to the Planning Committee on 13 January 2021 for consideration. The project is still planned for completion by the end of 2025.
- 6.3** ExxonMobil have been working with their contractors and have completed additional site testing and trial pits to confirm the approach to allow commencement of the remediation works at centerfield in accordance with their approved remediation strategy.

- 6.4** The procurement strategy continues to progress inline with the agreed programme. After the completion of a extensive market research exercise and subsequent scored options appraisal a recommended procurement strategy was presented to the Exxon project board on 30 October 2020.
- 6.5** The procurement strategy focused on identifying the best route to the market and the most suitable contractual approach. The board approved both recommendations and early supplier engagement and the feasibility stage has commencement with workshops scheduled for January 2021.

## **7 People Implications**

- 7.1** There are a number of senior officers involved in the City Region initiative across services of the Council and as part of the project board.

## **8 Financial Implications**

- 8.1** The expenditure for the City Deal project during 2020/21 is currently at £506k. As at 30 November 2020 the total project Capital expenditure was £2.018m.
- 8.2** The approved budget to date for the City Deal Exxon project is £3.448m. This will provide sufficient funding to take us to the Final Business Case which will be completed by December 2021

## **9 Risk Analysis**

- 9.1** There are a number of project risks associated with the development at the ExxonMobil project site and these are contained within the risk register of the refreshed OBC and updated by the project board on a regular basis.

## **10 Equalities Impact Assessment**

- 10.1** An Equalities Impact Assessment is not necessary for this report.

## **11 Consultation**

- 11.1** Consultation with all key stakeholders is progressing as we continue to work as part of the Glasgow City Region.
- 11.2** Regular communication is produced regarding progress with the Glasgow City Region on the website <http://www.glasgowcityregion.co.uk/>.

## **12 Strategic Assessment**

- 12.1** At its meeting on 25 October 2017, the Council agreed that one of its main strategic priorities for 2017 - 2022 is:
- A Strong local economy and improved employment opportunities

- 12.2 The proposals within this report are specifically designed to deliver on this priority.

**Jim McAloon**  
**Strategic Lead Regeneration**  
**Date: 09 December 2020**

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**Person to Contact:** Michael McGuinness- Manager, Economic Development. Telephone: 0777 442 8294  
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**Appendix:** Appendix 1 –Glasgow City Region Interim Performance Report October 2020 -18 November 2020  
Appendix 2 – GCR Economic Recovery Plan

**Background Reports:** GCR Governance Review Phase One Report  
Futures Report - Skills Recommendations

**Background Papers:** Glasgow City Region City Deal - Council updates on the following dates:, 26 August 2020, 26 February 2020, 30 October 2019, 28 August 2019, 29 May 2019, 14 February 2019, 29 August 2018, 27 June 2018, 31 May 2018, 5 March 2018, 20 December 2017, 25 October 2017, 30 August 2017, 28 June 2017, 26 April 2017, 21 December 2016, 26 October 2016, 31 August 2016, 29 June 2016, 27 April 2016, 24 February 2016, and July 2020 Members Bulletin.  
ExxonMobil Commercial Agreement 24 June 2020  
Glasgow City Region City Deal - Exxon Site Refreshed Outline Business Case 28 Nov 2018  
Glasgow City Region City Deal - Update and Exxon Site Outline Business Case 22 Feb 2017  
Clyde Valley City Deal - Update and Strategic Business Case- Council 24 June 2015  
Clyde Valley City Deal Update - Council 16 December 2015  
Clyde Valley City Deal Update - Council 25 August 2015  
Appointment of Strategic Services to Support West Dunbartonshire Council's City Deal Project- IRED 18 March 2015  
Clyde Valley City Deal- Governance- Council 17 December 2014  
Glasgow City Region City Deal- Council 13 August 2014  
"City Deal Initiative" Clyde Valley Investment Fund- Council 30 April 2014 (Memorandum of Understanding)  
Clyde Valley Community Planning Partnership – City Deal Initiative – Council 28 August 2013  
Equalities Impact Assessment November 2018  
Environmental Impact Assessment - [DC20/088 – Planning Application – Documents](#)

**Wards Affected:** All

# Glasgow City Region

## Interim Performance Report

Report for the period:

19<sup>th</sup> October 2020 – 18<sup>th</sup> November 2020

**Table 1: City Deal Infrastructure Fund Programme Key Performance Indicators**

	<b>Latest Data</b>	<b>Previous Period</b>
Total number of Projects	21	21
<b>Programme Status Overview (for the 21 Main Projects)</b>	<b>As at 13/11/20</b>	<b>As at 09/10/20</b>
Projects <b>Red Status</b> (% total)	0 / 21 (0%)	0 / 21 (0%)
Projects <b>Amber Status</b> (% total)	16 / 21 (76%)	15 / 21 (71%)
Projects <b>Green Status</b> (% total)	5 / 21 (24%)	6 / 21 (29%)
Projects <b>Complete</b> (% total)	0 / 21 (0%)	0 / 21 (0%)
<b>Programme Timeline: Key milestones completed to date</b>	<b>As at 13/11/20</b>	<b>As at 09/10/20</b>
SBCs complete (% total SBC to be completed)	21 / 21 (100%)	21 / 21 (100%)
OBCs complete (% total OBCs to be completed)	21 / 27 (78%)	21 / 27 (78%)
FBCs complete (% of total FBCs to be completed)	37 / 131 (28%)	37 / 129 (29%)
<b>FBC Sub-Projects Progress</b>	<b>131</b>	<b>129</b>
Sub-project construction started (% of total FBC Sub Projects)	37 / 131 (28%)	37 / 129 (29%)
Sub-projects construction complete (% of total FBC Sub Projects)	17 / 131 (13%)	17 / 129 (13%)
<b>Programme Finance: Grant Draw Down, Approvals, Spend to Date</b>	<b>As at Q2 2020/21</b>	<b>As at Q2 2020/21</b>
Total Grant Drawn down to Date (% of £1bn Grant available)	£150m / (15%)	£150m / (15%)
Grant Due as % of Cumulative Projected Spend to 31 March 2021	61%	61%
Business Case Approvals to Date (£) (% of £1.13bn Infrastructure Fund)	£353m (31%)	£353m (31%)
Spend to Date ( % as of £1.13bn Infrastructure Fund)	£239m (21%)	£239m (21%)
Actual spend compared with projected spend in year	£21.8m/£26.8m (81%)	£21.8m/£26.8m (81%)
<b>Programme Scope: Direct Project Outputs Delivered to Date</b>	<b>As at Q2 2020/21</b>	<b>As at Q2 2020/21</b>
Vacant and Derelict Land removed from Register (Ha)	11	11
Area of Opportunity Sites (Ha)	194	194
Public Realm new/enhanced (Ha)	13	13
Roads (km) new/enhanced	10	10
Junctions new/enhanced	12	12
Bridges new/enhanced	1	1
Cycle/pedestrian routes new/enhanced	5	5
Schools new/enhanced sqm / units	5,515 sqm/3 units	5,515 sqm/3 units
All Direct Floorspace Created (sqm)	15,869	15,869
<b>Programme Benefits: Follow-On &amp; Community Benefits Realised</b>	<b>As at Q2 2020/21</b>	<b>As at Q2 2020/21</b>
Follow On Floor Space Delivered all classes (excluding Housing) (sqm)	21,384	21,384
Follow On New Residential Units Delivered	1,574	1,574
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	£107,992,829 (47%)	£107,992,829 (47%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	245 (63%)	245 (63%)
Value of contracts awarded to GCR based SMEs (% all Tier 1)	£33,575,126 (15%)	£33,575,126 (15%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	193	193
<b>Programme Economic Outcomes (based on approved OBCs)</b>	<b>As at 09/10/20 (21 OBCs)</b>	<b>As at 09/10/20 (21 OBCs)</b>
Net Additional Gross Value Added at City Region level by 2035 (£bn)	£4.147	£4.147
Total Net Additional Construction Person Years in Employment by 2035	20,752	20,752
Total Combined Follow-on & direct project Private Sector Investment (£bn)	£2.278	£2.278
Benefit Cost Ratio (over 25 years) of approved OBCs	5.8:1	5.8:1
<b>Programme Risks</b>	<b>As at 13/11/20</b>	<b>As at 19/10/20</b>
No. of risks in period	13	11
New risks in period	2	0
No. risks rated 'very high'/'high' in period	4 high	2 high
No. risks increased/decreased score in period	3 risk decreased	1 risk decreased
<b>Programme Issues</b>	<b>As at 13/11/20</b>	<b>As at 19/10/20</b>
No. of issues in period	2	5
New issues in period	0	0
<b>Programme Change</b>	<b>As at 13/11/20</b>	<b>As at 19/10/20</b>
Change Control Requests (CCR) submitted for City Projects in period	0 (Oct CCRs being considered)	15 project / 67 subproject
Approved CCRs/Restatements to date across City Deal Programme	119	113
<b>Annual Impl. Plan Actions Completed (inc. Superseded) To Date</b>	<b>24 / 119 (20%)</b>	<b>22 / 119 (18%)</b>

## 1. PURPOSE

1.1 This Interim Performance Report includes an overview of the progress as follows:

- The City Region Portfolio Groups as at 18th November 2020;
- The City Region Intelligence Hub as at 18th November 2020; and
- The City Deal Programme as at the 13th November 2020.

## 2. RECOMMENDATIONS

2.1 Cabinet is invited to:

- a. Note the contents of this report;
- b. Note the detail of the 15 Project Change Control Requests submitted to the PMO at Appendix 2;
- c. Note the Change Control Request approved by the Director for Regional Economic Growth at section 8.7 and the CEG at 8.8 and the conditions for approval set out at 8.6c;
- d. Approve the Change Control Requests outlined at section 8.9 with the conditions for approval set out at 8.6c;
- e. Agree the Working Matters Successor Project grant payments due to Member Authorities as set out at Section 11.23.

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

<b>City Region Portfolios</b>
<ul style="list-style-type: none"><li>○ The Housing and Equalities Portfolio received a presentation regarding future population and household projections, and discussed the development of a proposal to establish a home energy retrofit programme.</li><li>○ The Land Use and Sustainability Portfolio has led on the development of the draft Glasgow City Region Adaptations Strategy which is currently out for consultation.</li><li>○ The Skills and Employment Portfolio has worked closely with Skills Development Scotland to progress the development of an enhanced package of PACE (Partnership Action for Continuing Employment) support.</li></ul>
<b>City Region Intelligence Hub</b>
<ul style="list-style-type: none"><li>○ The Hub has completed the scoping phase for two studies including a comprehensive review of the Region's innovation eco-system and a study on the funding and procurement of social housing.</li><li>○ The Hub has completed a review for Inverclyde, West Dunbartonshire and Argyll and Bute of their social, economic baselines concentrating on demographic trends.</li></ul>
<b>City Region City Deal Programme</b>
<ul style="list-style-type: none"><li>○ Despite the unprecedented challenges presented by the Covid-19 pandemic, all Member Authorities have completed reviews of their City Deal projects, have confirmed all projects are to proceed and have submitted Change Control Requests providing new timescales for the vast majority of projects, providing a refreshed schedule for the Programme.</li></ul>

## **4. CITY REGION PORTFOLIO UPDATES**

### **4.1 Enterprise Portfolio**

- 4.1.1 The Enterprise Portfolio Group met on 21<sup>st</sup> August where the main focus of the discussion was on the Regional Economic Recovery Plan and the development of the actions relating to business support and potential grant funding to support businesses. Following the meeting the members of the Group submitted further information to the PMO relating to the priority areas for business support activity. This will be used to inform the Regional Recovery Plan.

### **4.2 Tourism Portfolio**

- 4.2.1 The Tourism Portfolio Group met on the 25<sup>th</sup> November. The Group is carrying out a review of the current Tourism Action Plan to reflect the impact of Covid-19. Members of the Portfolio Group will feedback and a further discussion will take place in January 2021 in order to discuss updates to the Action Plan.

### **4.3 Transport and Connectivity Portfolio**

- 4.3.1 At the meeting of the Transport and Connectivity Group on 6<sup>th</sup> November there were discussions on improving bus services within GCR, the Glasgow Connectivity Commission, the Regional Transport Strategy and engagement regarding the National Transport Strategy, the Glasgow City Council Bus Partnership, and an update report was provided regarding the proposal to establish a Metro.

### **4.4 Infrastructure and Assets Portfolio**

- 4.4.1 The Infrastructure and Assets Portfolio Group met on 13th November. The Group received an update on the progress of the mapping work of infrastructure investment, the work of the GCC Telecoms Website and Unit, and opportunities to develop a regional proposal in relation to the Internet of Things. There were also discussions on the Regional Economic Recovery Plan and the recommendations of the Commission on Economic Growth's Futures Report. The next meeting of the Group will take place in March 2021.

### **4.5 Housing and Equalities Portfolio**

- 4.5.1 The Housing Portfolio Group met on the 17th November and received a presentation regarding future population and household projections, an update on the Housing Needs Demands Assessment, and updates on the main priority work areas for the Portfolio Group - Funding and Procurement; Housing Standards; and construction skills in the housing sector. There was also a discussion on the proposal for a Home Energy Retrofit Proposal that will be included in the Regional Recovery Plan. The next meeting of the Portfolio Group will take place on 28th January 2021. The Housing Portfolio Lead will provide an update report to the Cabinet on the work of the Group in February 2021.

### **4.6 Skills and Employment Portfolio**

- 4.6.1 The Skills and Employment Portfolio Group met on 15th October. The Group discussed the roll out of the UK Government and Scottish Government (SG) employability programmes in response to Covid (Youth Guarantee and Kickstart), the priorities for regional collaboration, including an expanded PACE (Partnership Activity for Continuing Employment) offer for those facing redundancy in the City Region. The Group also reviewed all outstanding actions from Chief Executives and other groups and progress.
- 4.6.2 A significant level of investment is being made by both the UK and Scottish Governments for labour market interventions. Scottish Government launched the £60m Young Person Guarantee (YPG) programme on 5th November of which £30m has been allocated to Local Authorities for local delivery. Across GCR the total allocation is £10,985,904. Allocations are for spend to 31st March 2021. Individual MAs are in the process of finalising programmes which are likely to include enhanced Employment Recruitment Incentives. In addition to the YPG, SG have launched the first phase of a £25m Transitional Training Fund. GCR MAs are creating over 200 jobs under the UKG Kickstart Initiative with many also acting as Gateway organisations for local SMEs. LA allocations from a £5m pot for enhanced PACE support is expected by the end of the month with LAs sharing a minimum of £3m. This is a fast moving environment. The scale of programmes across the City Region is being assessed and will be reported early in the New Year.

4.6.3 Progress is continuing with developing collaborative employability models.

- A meeting with Skills Development Scotland on 2nd November discussed areas of potential collaboration in relation to a regional PACE model, in particular, a dedicated PACE Chair for the City Region to improve communication; agree greater intelligence sharing re pre-PACE interventions and knowledge; improved data sharing to be agreed and set out in a partnership protocol; training for staff and partners. Options being considered by the PACE workstream and wider Portfolio Group and a further meeting arranged with SDS and partners on 23 November.
- In terms of a shared procurement framework, initial parameters have been proposed by the workstream and are out for consultation among the group. Work is also underway to review existing frameworks, seek examples for other sources and to consult with procurement teams.
- Discussions with regard to regional ALMPs are at an earlier stage and are impacted by Kickstart and YPG interventions. Initial action to review Employer Offers across the City Region to be agreed with the Portfolio Group.

4.6.4 The Skills and Employment Groups will meet together on 10th December and will focus on the Covid Economic Recovery Programmes. The group will bring forward a report in January 2021 on the implementation of these programmes in the City Region.

#### **4.7 Land Use and Sustainability**

4.7.1 The Land Use and Sustainability Portfolio met on 18th November. The Group focussed their discussion on the draft GCR Adaptation Strategy consultation, which was approved at the Chief Executives' Group at the end of October. The Green Network Partnership provided an update on the Clyde Climate Forest proposals and Clydeplan and the GCR PMO provided an update on work being undertaken in relation to vacant and derelict land as part of the Regional Economic Recovery Plan. Richard Cairns provided the group with an update on Clyde Mission.

#### **4.8 Clyde Mission**

4.8.1 The process of finalising the wording of 'missions' for the initiative is nearing completion. Initial governance proposals to reflect the interrelationship between Clyde Mission and the Regional Partnership were discussed at the Clyde Strategy meeting of 16th November. An update will be provided to the February 2021 Cabinet.

4.8.2 The Programme for Scotland 2020-2021 committed £35 million to the Clyde Mission:

- £10 million for the Clyde Catalyst Fund in 2020-21 to support capital projects such as construction and physical and environmental improvements.
- £25 million over the period 2021-26 to support zero carbon energy infrastructure and heat networks for residential and commercial premises along the river.

4.8.3 The £10m Clyde catalyst fund was formally launched by the Scottish Government on 4 October (although initial discussion with partners had commenced beforehand). In terms of progress to date:

- Stage 1: Open – 21st September
- Stage 1: Close – 9th October
- Number of applications at Stage 1 – 50 applicants with total of 75 applications
- Total value of applications at Stage 1 - £62,405,499
- Stage 2: Open – 21st October
- Stage 2: Close – 6th November
- Number of applications through to Stage 2 – 30 through with 45 sifted out
- Value of applications to Stage 2 - £31,696, 973 with £30,708,526 sifted out.

4.8.4 Offer letters to successful projects are to be issued early December. Projects which have not been successful this time may be considered at some point in the future and will also be directed to other potential sources of funding.

4.8.5 The 2020-21 Programme for Government commits the Scottish Government to investing £25 million in zero carbon energy infrastructure and heat networks for residential and commercial premises along the River Clyde's path. BuroHappold have been commissioned by Zero Waste Scotland to produce an energy masterplan for the Clyde Mission area which will inform delivery of this investment.

4.8.6 The inception meeting for this work took place on 19 November. The work will be undertaken in two phases, beginning with preparation of an energy masterplan which includes energy and heat mapping, a technical assessment, a high-level economic assessment, a risk register, and refinement

of opportunities and recommendations to progress to the next phase. The second phase will cover a detailed assessment of energy supply and demand, initial scheme design for an energy centre and distribution systems, stakeholder consultation, revenue assessment, and techno-feasibility studies of the 4-5 opportunities selected during the first phase. The final report on Phase 1 is expected in February 2021. The programme for Phase 2 is yet to be confirmed. A summary of the final Phase 1 report and its recommendations will be shared with Cabinet once the project has concluded.

#### **4.9 Economic Delivery Group**

- 4.9.1 The Economic Delivery Group (EDG) met on 18th November and the focus of the discussion was on the draft Regional Recovery Plan which was presented to the Regional Economic Partnership on 26th November. There was also a presentation from SDI regarding the recently published inward investment plan.

#### **4.10 Senior Portfolio Development Officers - Secondment Extension**

- 4.10.1 The current term for the three Senior Portfolio Development Officers is due to end on the 31<sup>st</sup> December 2020. Following a request from Glasgow City Council (GCC), it has been agreed that the secondees for the Business Theme will return to their role within GCC. Following discussions between the Director of Regional Economic Growth and the Place and Skills Themes' secondees, a further 12 month extension has been agreed by the Chief Executives' Group to both secondments (until the end December 2021) with the post-holder for the People Theme also providing support to the Business Theme Portfolios.

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

#### **5.1 Economic Intelligence Support Group (EISG) and Intelligence Hub**

- 5.1.1 The Intelligence Hub has been focused on developing the regional economic baseline – previously titled the Regional Strategic Assessment. The draft will be shared with the EISG in the coming week before being issued to the Economic Delivery Group for comment. The final draft will be ready early January for Cabinet / Regional Partnership.
- 5.1.2 The Hub has been developing a scope for a comprehensive review of the region's innovation ecosystem. This is being reviewed with partners before commencing the study – due for completion in late Spring / early Summer. The Hub has also developed a scope to conduct a study on the funding and procurement of social housing in response to a request from the Housing Portfolio. Subject to sign off, this three month study should start in early December.
- 5.1.3 The Hub has completed a review for Inverclyde, West Dunbartonshire and Argyll and Bute of their social, economic baselines concentrating on demographic trends.

### **6. CITY DEAL PROGRAMME UPDATE**

- 6.1 This section of the report provides an overview of the City Deal Programme for:
- Projects' key milestone dates;
  - Programme risks' and Programme issues;
  - Change Control Requests for consideration; and
  - an update on the progress with the actions within the Annual Implementation Report.

### **7. PROJECT STATUS SUMMARY**

- 7.1 The Project Status Summary table at **Appendix 1** provides an overview of each City Deal Project's business case stage (through Strategic (SBC), Outline (OBC) and Full (FBC)) and performance status against the key project elements of scope, timeline, finance and benefits realisation.
- 7.2 In terms of Infrastructure Programme Project-level business case developments:
- of the 21 Strategic Business Cases (SBCs) to be created, all are now complete;
  - of the 27 Outline Business Cases (OBCs) to be created, 20 have been approved by Cabinet; and
  - of the **131** Full Business Cases (FBCs) to be developed, 37 have been approved to date.
- 7.3 In terms of Project status as at 13/11/20:
- **no projects** are reporting a Red status;

- **16 (of the 21 main)** Infrastructure Programme projects and 1 (of 3) Skills and Employment projects have a project element reporting at Amber status;
- **66 of the 131** subprojects are reporting an Amber element as follows:
  - 38 for scope;
  - 47 for timeline;
  - 38 for finance; and
  - 53 for benefit realisation.

7.4 A position statement, setting out project progress and the issues being faced by projects is set out in Section 11.

## **8. COVID RECOVERY and CHANGE CONTROLS REQUESTS**

- 8.1 Following the COVID-19 lockdown in March 2020, the Scottish and UK governments wrote to the GCR to confirm their commitment to City Deal projects and to request information regarding any issues which projects were facing. In May the Cabinet wrote to the governments advising of the issues affecting the delivery of City Deal projects, including:
- delays to project delivery due to site closures;
  - delays to project design stage as a result of changed working practices, including for example furloughing of technical staff, affecting external design consultants' capacity to complete project designs;
  - delays to procurement process and difficulties securing competitive bids;
  - inability to deliver community benefits, delays and increased costs due to current closure of construction sites and lower productivity once reopened;
  - difficulties gathering required field data for funding/planning applications and project design;
  - delays due to slippage in third parties' work programmes where there is a project dependency on them (e.g. utilities work, gaining approvals/licences);
  - Member Authority capacity issues due to redeployment/home working limitations;
  - managing programme finances;
  - delivering planned project/programme scope; and
  - achieving/realising planned programme outcomes and economic benefits.
- 8.2 The submission noted that, while issues could be described, the impact of the issues on project timescales, cost, scope and benefits realisation could not yet be quantified. In order to gain an improved understanding of the likely impacts it was agreed by the CEG that each MA should complete a project review and recovery planning process similar to that being implemented by Glasgow City Council's Programme Management Office, with a focus on confirming whether projects were to proceed and providing revised project timescales which could be included in the Programme Business Case 2020.
- 8.3 Despite the significant issues presented by COVID, including the unprecedented disruption to the construction sector and the ongoing economic uncertainty, all Member Authorities remain committed to their £130m investment in the City Deal Fund, with all confirming their intention to proceed with their City Deal projects.
- 8.4 As requested, all have provided the PMO with an update on their project timescales. In providing these updates, a number of which are accompanied by a Change Control Request (CCR) to formally restate dates, it is noted that, with the risk of future lockdowns on the construction sector still present, these revised project timescales may be subject to further change. It should also be noted that, with contractor negotiations still ongoing to finalise the additional COVID-related costs incurred from the spring/summer 2020 lockdown, the exercise to re-profile Programme expenditure to take account of the application of the CCRs will not be completed until Q4 2021/22.
- 8.5 A total of 15 Change Control Request (CCR) have been submitted as part of the recovery planning process. In addition to these, East Dunbartonshire Council has advised that a CCR to restate a number of the project milestones is also progressing through EDC's local governance structures. Once approved has been granted a CCR will be submitted to the next CEG for approval. Revised construction end dates have not yet been provided for a small number of Glasgow City Council sub-projects (shown in purple font in Appendix 2) which are currently live and where project teams are still working through the supplier relief process/arrangements for on-going site works. These projects

continue to be reported to the City Deal Executive Group and Contracts Oversight Group on a regular basis (at least every 4 weeks).

8.6 Of the 15 CCRs submitted:

- a) One was approved by the Director of Regional Economic Growth under his delegated authority (see section 8.7);
- b) Four were approved by the CEG on 26<sup>th</sup> November 2020 under its delegated authority (see section 8.8);
- c) Ten are recommended for approval by Cabinet (see section 8.9).
- d) **All recommendations for approval are subject to** updated expenditure profiles for each project being submitted to the PMO with Q4 2020/21 returns and any future changes to Scope, Benefits and Finance related to these changes being submitted for approval.

8.7 **Approved by the Director of Regional Economic Growth in Period:**

- a) **Inchgreen (IC)** (Ref no: **201021\_IC\_CH0004** (MA ref no. IC-004)) submitted CCR requesting approval for the following aspects:
  - o **Timeline** changes: **OBC submission** date from Dec 2020 Cabinet to **Feb 2021 Cabinet (+2mths)**; the **FBC** from Dec 2020 to **March 2021 (+3mths)**. There is no change to Last Approved Construction Start Date of April 2021 and the Last Approved Construction End March 2022
  - o **Benefits Realisation**: CCR states no impact on benefits realisation
  - o **Scope**: CCR states no impact on scope
  - o **Finance**: CCR states no impact on finance
  - o **CCR history**: 1 previous restatement: OBC/FBC submission date restated from February 2020 to October 2020
  - o **Reason for the change**: Additional time taken in discussions with Joint Venture partner.

8.8 **Approved by CEG:**

- b) **Inverkip (IC)** (Ref no: **201021\_IC\_CH0003** (MA ref no. IC-003)) submitted CCR requesting approval for the following aspects:
  - o **Timeline** changes: OBC approval date from October 2020 Cabinet to February 2021 Cabinet (+4mths); FBC from October 2020 Cabinet to approval at 26th August 2021 CEG (+10mths); **Construction End Date from March 2021 to Feb 2022 (+11mths)**.
  - o **Benefits Realisation**: CCR states no impact on benefits realisation
  - o **Scope**: CCR states no impact on scope - noted split in 2 FBCs one for the Brueacre Junction (December 2020) and one for the Main Street Junction (August 2021)
  - o **Finance**: CCR states no impact on finance
  - o **CCR history**: 1 previous restatement: OBC/FBC submission date restated from February 2020 to August 2020
  - o **Reason for the change**: impacts of COVID-19 and ongoing delays within Scottish Power
- c) **A8 M8 Corridor Access Improvements (NLC)** (Ref no: **200920\_NLC\_CH0025** (MA ref no. A8/M8 EPR CC 3)) submitted CCR requesting approval for the following aspects:
  - o **Timeline** changes: change to OBC, FBC and the **Construction End Date, with this moving from the Current Approved Date of December 2022 to November 2023 (+11mths)**. NLC note the delay is due to additional time required to undertake feasibility work to evaluate the possibility of a change of scope.
  - o **Benefits Realisation**: +12mths delay in benefits realisation
  - o **Scope**: scope increase from the original Eurocentral Park & Ride to include a Low Carbon Hub (LCH).
  - o **Finance**: NLC advises inflation costs resulting from the delay have been built into the overall budget at this stage in the project. NLC advises the project will require additional funding and that external funding opportunities are being explored as part of the feasibility study and will be confirmed as part of the OBC.
  - o **CCR history**: 2 previous restatements in order to complete an additional assessment to satisfy Transport Scotland on strategic need and a delay due to securing access to Transport Scotland and Scottish Enterprise land to undertake the geotechnical works

- **Reason for the change**: delay on updated programme due to expansion of project scope
- d) **Greenhills Road (SLC)** (Ref no: **201009\_SLC\_011** (MA *SLC City Deal Recovery Plan\_091020.doc*)) submitted CCR requesting approval for the following aspects:
- **Timeline** changes: CCR seeking to move **Construction End date from July 2020 to Feb 2021 (+7mths)**. While this movement will still see the project complete significantly ahead of 2025, SLC has advised that the review of financial impacts on site based projects is still to be fully assessed and so this should be noted by CEG.
  - **Benefits Realisation**: CCR (submitted in the form of a recovery plan) does not states the impact on benefits realisation advising this is to be fully assessed
  - **Scope**: CCR (submitted in the form of a recovery plan) does not state the impact on scope advising this is to be fully assessed
  - **Finance**: CCR (submitted in the form of a recovery plan) does not states the impact on finance advising this is to be fully assessed
  - **CCR history**: 1 previous restatement in 2018 for time delay and cost increase
  - **Reason for the change**: Works closed down following Scottish Government guidance, but now restarted.
- e) **Exxon (WDC)** Ref no: **200925\_WDLC\_014** (MA ref no. 001)) submitted CCR requesting approval for the following aspects:
- **Timeline** changes: FBC change in date from end of Nov 2020 (from PBC baseline date) to Nov 2021 (11mths); Construction start moved from Jun 2021 to May 2022 (+11 mths); **Construction End moving from Jun 2023 to May 2024 (+11 mths)**.
  - **Benefits Realisation**: CCR states no impact on benefits realisation
  - **Scope**: CCR states no impact on scope
  - **Finance**: CCR states no impact on finance
  - **CCR history**: no previous CCR form, but restated in the PBC (2019) baseline
  - **Reason for the change**: Delay in concluding the acquisition of the site from Exxon.

## 8.9 For Consideration by Cabinet:

- a) **M77 Strategic Corridor (ERC)** Ref no: **191115\_ERC\_0025/6/7** (MA ref no. AR003/RS002/VC007)) submitted CCRs requesting approval for the following aspects:
- **Timeline** changes: Change to dates of 3 subprojects within main project, with Construction End Date movement ranging **from +1yr 11mths to March 2023 for Aurs Road to +3yrs 5mths to January 2025 for New Railway Station and Allied Works**.
  - **Benefits Realisation**: CCR states unknown impact on benefits realisation
  - **Scope**: CCR states no impact on scope in any of the 3 subprojects
  - **Finance**: CCR states no impact on finance
  - **CCR history**: various previous restatements for the 3 subprojects on Scope/Time/Finance.
  - **Reasons for the change**: Delay to Aurs Road Realignment, due to Covid-19 is also impacting on Visitor Centre; Transport Scotland decision on the establishment of a new station.
- b) **Canal and North Gateway (GCC)** Ref no: **201009\_GCC\_034** (MA ref no. GCC/CCN/CNG/006)) submitted CCRs requesting approval for the following aspects:
- **Timeline changes**: **Change to Construction End Dates for 4 sub-projects with movement ranging from +1yr 5mths up to +2yrs 11mths. All still within 2025 timeframe with construction end by August 2023.** The CCR notes the global pandemic is still live and may further impact the noted dates. Revised dates included in Appendix 2. Any changes will be reported once known.
  - **Benefits Realisation**: CCR states that full impact on the project benefits is unknown at this stage.
  - **Scope**: CCR states the full impact on project scope is being assessed however it is currently unknown. Once financial certainty has been achieved and all additional costs are known an assessment will be completed to understand the full impact on project scope. Designs are still being progressed on the project and additional assessments will be undertaken in relation to additional covid-19 costs. Further updates on the position will be provided to the Glasgow City Region PMO during Q3.

- **Finance:** CCR states the live CNG construction projects are under financial strain following the pandemic which has led to the submission of additional supplier relief claims. The financial implications continue to be assessed for both live projects and pending construction projects. Further updates on the position will be provided to the Glasgow City Region PMO.
  - **CCR history:** 5 previous restatements on Time and Finance.
  - **Reasons for the change:** Delay due to Covid-19 construction lock-down.
- c) **Collegelands Calton Barras (GCC)** (Ref no: **201001\_GCC\_033** (MA ref no. GCC/CCN/CCB/008)) submitted CCRs requesting approval for the following aspects:
- **Timeline** changes: Change to Construction End Dates of for **3** sub-projects ranging from **+1yr 6mths up to +2yrs 7mths**. All proposed revised dates are **within 2025 timeframe with construction end by September 2023**.
  - **Benefits Realisation:** CCR states that full impact on the project benefits is unknown at this stage.
  - **Scope:** CCR states the full impact on project scope is being assessed however it is currently unknown. Once financial certainty has been achieved and all additional costs are known an assessment will be completed to understand the full impact on project scope.
  - **Finance:** CCR states that at this point a definitive figure for additional financial constraints due to the pandemic is unavailable. Glasgow City Council will continue to assess the impact and inform the PMO once known.
  - **CCR history:** 8 previous restatements on Scope and Time.
  - **Reasons for the change:** Delay due to Covid-19 construction lock-down.
- d) **City Centre Enabling Infrastructure Integrated Public Realm (GCC)** (Ref: **201009\_GCC\_030** (MA ref no. GCC/CCN/EIIPR/004)) submitted CCR requesting approval for the following aspects:
- **Timeline** changes: **Change to Construction End Dates of 14 subprojects** within main project, **ranging from movement of +9mths (Kyle Street) to +5yrs 3mths (Glassford Street)**. Of the 14 subprojects requesting movement in timeline, **7 subprojects are expected to be complete by end of 2025, a further 4 by end of 2026 and the remaining 6 in 2028**. The CCR notes the global pandemic is still live and may further impact the noted dates. Revised dates included in Appendix 2. Any changes will be reported once known.
  - **Benefits Realisation:** CCR states unknown impact on benefits realisation
  - **Scope:** CCR states no impact on scope. The project will be delivered in full per the OBC.
  - **Finance:** CCR states that the financial impact is being continuously assessed and a clearer picture will be presented to the Glasgow City Region PMO in due course.
  - **CCR history:** 3 previous restatements: 2 restatements on Time (one for the Intelligent Street Lighting subproject and one for all Avenues) and 1 on Time and Finance (for Sauchiehall Street Avenue).
  - **Reasons for the change:** CCR notes the pandemic has impacted directly on 3 design and services contracts and 2 pre-construction site investigation contracts, all of which have experienced delays as a result of pandemic related restrictions. This has had a knock on effect on the overall programme timescales. Furthermore, the pandemic has resulted in the rescheduling of a number of major events in the city, including COP26, the EUROS, and the World Cycling Championships. Each of these events will place embargos on works taking place in the city centre, resulting in significant delays to the construction programme, presenting considerable pressures on the capacity of internal and external resources, security of supplies, contractor availability, and the performance of the city centre transport network.
- e) **Metropolitan Glasgow Strategic Drainage Partnership (GCC)** (Ref: **201001\_GCC\_032** (MA ref no. GCC/CCN/MGSDP/006)) submitted CCR requesting approval for the following aspects:
- **Timeline** changes: Change to construction completion dates of **6** subprojects within main project with greatest movement of 1yr 1mth to Hillington/Cardonald SWMP Ph3 and last Construction completion date moving to March 2023 (Fullerton Avenue), seeing all project elements still scheduled to be delivered prior to 2025. Revised dates for all sub-projects are included in Appendix 2
  - **Benefits Realisation:** CCR states impact on Benefits is unknown at this stage.

- **Scope:** CCR states the full impact on project scope is being assessed and is currently unknown. Once financial certainty has been achieved and all additional costs are known an assessment will be completed to understand the full impact on project scope.
  - **Finance:** CCR states live MGSDP construction projects are under financial strain following the pandemic which has led to the submission of additional supplier relief claims. As this has put additional pressure on the budget the remaining projects have been reprofiled to await financial certainty in live construction projects before proceeding. Designs are still being progressed on the project and additional assessments will be undertaken in relation to additional covid-19 costs (e.g. any increase in previously assessed construction costs).
  - **CCR history:** 5 previous restatements: 4 restatements on Time and 1 on Scope.
  - **Reasons for the change:** Delay due to Covid-19
- f) **Clyde Waterfront West End Innovation Quarter (GCC)** (Ref: **201009\_GCC\_031** (MA ref no. GCC/CCN/WFWEIQ/010)) submitted CCR requesting approval for the following aspects:
- **Timeline** changes: **20 of the 27 subprojects are seeking a change to their construction end dates with the change ranging from +2 mths (Tradeston Phase 1) to +3yrs 1mth (The Briggait/Lancefield Quay) moving to Nov 2024.** All project elements still scheduled to be delivered prior to 2025. Revised dates for all sub-projects are included in Appendix 2
  - **Benefits Realisation:** CCR states impact on Benefits is unknown
  - **Scope:** CCR states no change of project scope requested at this time.
  - **Finance:** CCR states impact on Finance is unknown.
  - **CCR history:** 9 previous restatements on Time and Scope
  - **Reasons for the change:** The pandemic has already impacted on two live contracts and one grant-funded construction contract, all of which have experienced delays as a result of pandemic related restrictions. General resources have also been impacted i.e. project management, design, legal and procurement, with a knock-on effect on the overall programme timescales. Furthermore, the pandemic has resulted in the rescheduling of a number of major events in the city, including COP26. The associated embargo on works along the River Clyde waterfront area, has required additional programming consideration within the WFWEIQ project and co-ordination between other known projects, to avoid programme conflicts and reputational risk to the city.
- g) **Ocean Terminal (IC)** (Ref: **201021\_IC\_CH0005** (MA ref no IC002)) submitted CCR requesting approval for the following aspects:
- **Timeline:** CCR is seeking to move Construction Start date from Dec 2019 to April 2021 (+16mths); and **Construction End from March 2021 to April 2022 (+13mths).**
  - **Benefits Realisation:** CCR states impact unknown, however benefit realisation will be delayed by one year with construction end moving by over a year.
  - **Scope:** CCR states no impact on scope.
  - **Finance:** While there is no change in City Deal funding being sought at this stage, the project is being retendered (tender returns will be due back in December and evaluated by early January) and that costs may change following this exercise.
  - **CCR history:** no previous restatements.
  - **Reason for the change:** Main contractor entered administration and COVID-19 delays.
- h) **Community Growth Areas (SLC).** (Ref no: **201009\_SLC\_011** (MA *SLC City Deal Recovery Plan\_091020.doc*)) submitted CCR requesting approval for the following aspects:
- **Timeline** changes: While all subproject elements are still to be delivered before the end of 2025, **5 subprojects are seeking a change to their construction end date with the greatest of these being +1yr 11mths to the completion date for the New Primary School Jackson with completion now due in July 2023.** Revised dates for all sub-projects are included in Appendix 2
  - **Benefits Realisation:** CCR (submitted in the form of a recovery plan) does not states the impact on benefits realisation and it is to be fully assessed
  - **Scope:** CCR (submitted in the form of a recovery plan) does not states the impact on scope and it is to be fully assessed. It notes a review of subproject pipeline and value engineering exercise is to be undertaken on each project currently in development with a view to identifying the need for some subprojects to be omitted from the City Deal funded programme

in favour of meeting additional costs for projects that were suspended during the lockdown period that commenced in late March 2020.

- **Finance:** CCR (submitted in the form of a recovery plan) does not states the impact on finance and it is to be fully assessed (see above re scope)
- **CCR history:** various previous restatement for each of the 4 of the 6 subprojects including New Primary School Jackton.
- **Reason for the change:** Works closed down following Scottish Government guidance, but now restarted.

- 8.10 The refreshed overall Programme schedule which will result following the approval of the Change Controls was discussed with the UK and Scottish governments at the Annual Conversation on the 1<sup>st</sup> December 2020, which was attended by the Chief Executives of Glasgow and North Lanarkshire councils and the Executive Director of Finance for Glasgow City Council. It was agreed that the PMO would continue to keep the governments updates on any additional changes to project scope, benefits realisation and finance which may arise as a result of the implementation of the changes in timescales within these Change Controls Requests.

## 9. CITY DEAL PROGRAMME RISKS

- 9.1 The Programme Risk Register is at Appendix 3. Updates to mitigating actions are noted in bold and italics. The Register shows:

- there are 11 Programme risks:
  - No risks are rated as 'very high';
  - **4** risks are rated as 'high';
  - **5** risks are rated as 'medium'; and
  - **4** risks are rated as 'low'.
- No risks has increased in score over the period.
- Risk 0002 has decreased in score (with a residual risk dropping from Medium to Low).
- Risk 0003 and Risk 0006 have been transferred from the Issue Log (respectively is\_0013 and is\_0033).

## 10. CITY DEAL PROGRAMME ISSUES

- 10.1 The Programme Issue Log has been updated and all updates are noted in bold and italics in Appendix 4. As at 13/11/2020 there were 2 issues. No new issue have been added to the Issue Log in the period, no issues have been reduced in priority status , but 2 issues have been moved to the Risk Register (is\_0033 now rsk\_0006 and is\_0013 now rsk\_0003) and 1 issue (0035) has been completely closed. The additional mitigations/issue resolution is included in Appendix 4.

## 11. CITY DEAL PROJECT UPDATES

- 11.1 Section 11 provides information on the progress and status of each the 21 main infrastructure projects being delivered across the Region; the 3 innovation projects and the ongoing Working Matters Successor Programme. Updates from the previous period are shown in *bold italic text*. Detailed information on sub-project status and timescales can be located in Appendix 1.

### 11.2 Place And Growth Programme (EDC) (**Amber**)

This £30m City Deal funded Place and Growth Programme is designed to enable follow on investment in strategic sites within East Dunbartonshire, to support inclusive growth and access to employment. The programme is at an early stage with OBCs yet to be developed for the projects. Whilst some activity related to the Project has been able to continue since the approval of the SBC in February, the Covid 19 pandemic and resultant **impact** has created a delay to fully starting the OBC process. ***This together with expected ongoing impacts of the pandemic is likely therefore to effect the overall project programme. Detailed programming work is ongoing and a Change Request will be submitted to the PMO through Quarter 3 detailing the proposed change to programme.***

A costed proposal has been received for early economics works (as required per the CEG and Cabinet approval of SBC). Proposal being reviewed, with view to start the works ***before the end of***

Q3. Posts have been created and nearly all now filled to provide dedicated employee project coordination resource for each project element within EDC.

The programme consists of three sub-projects:

- Delivery of phase 5 of the Bishopbriggs Relief Road (BRR5) and Westerhill Masterplan aims to complete the route through East Dunbartonshire and Glasgow north, improving connectivity and unlocking strategic development sites to enable follow on investment. Process mapping has been undertaken for BRR5, scope for **the OBC is** being developed and procurement options are being assessed. Pre-feasibility, early civils advice for Westerhill Masterplan and BRR5 received. First Title deed search for Masterplan area complete. Landowner engagement continues, although has been slowed slightly due to Covid-19.
- ⇒ The Sustainable Transport Improvements A803 Route Corridor sub project aims to create a key bus route corridor between East Dunbartonshire and Glasgow City Centre, serving the north of Glasgow and a range of key retail, regeneration, health and education facilities. Legal agreement between 3 parties (SPT, GCC and EDC) is the current activity in order to progress procurement / works across multi LA area (as per SBC). Work started relating to scoping technical services required which will be procured to support OBC development.
- Bishopbriggs Town Centre Regeneration through provision of business space, improved accessibility and improved public realm delivered by the City Deal Project. Specialist consultants selected with costs to form Scape proposal for early public realm design/options work. Continuing dialogue with landowners and businesses within the town centre. Initial discussions with landowners regarding Business Incubation options. Ongoing discussions with landowners and businesses.

### 11.3 M77 Strategic Corridor Programme (ERC) (Amber)

11.3.1 The £44m City Deal funded M77 Strategic Corridor Programme consists of seven sub-projects aiming to support the planned growth of Newton Mearns and the regeneration of the town of Barrhead. While good progress has been made with a number of sub-projects substantially complete, a number of Covid-19 related issues are causing delays to final completion, benefit realisation and project costs. ERC has reported that the programme now has a projected spend of £45.5m against project funding of £44m at present, representing an expected overspend of £1.5m. This projected overspend is the subject of a report to be considered by an ERC Committee in the near future. Progress with each sub-project is set out below:

- The Levern Works Project in Barrhead saw construction completion in May 2016 of 843sqm of new workshop space in 10 business units at Crossmills (nine of which are let, with the remaining one unit under offer to be re-let) and the completion of remediation and preparation of a 0.93 hectare brownfield site at the former Nestle Purina factory, with a development agreement now in place for a mixed use scheme on the bulk of the former Nestle site. Construction work on the Business Boost Project is also complete, with enhanced facilities at The Foundry, Barrhead and a new build business centre at Greenlaw, Newton Mearns providing 1,345 sqm of commercial floorspace across 36 flexible office suites. While the Greenlaw Business Centre was completed mid-March 2019 and an external management agent has been appointed to operate the centre on behalf of the Council, formal opening is delayed due to Covid 19 lockdown and the property's car park is presently being used as a COVID test centre. In line with Government advice on non-essential offices remaining closed, there has been no pro-active marketing of space at the Greenlaw Business Centre. However, since the Spring, continued interest has been confirmed by most of the potential tenants that had notionally had an office 'reserved' for their business. New enquiries continue to be taken for space at Greenlaw. The marketing programme is ready to be actioned once the current situation improves.
- The Balgraystone Road Realignment Project completed on site in October 2020 and the new road has now opened to the public. The project provides improved access to the proposed train station at Barrhead South, facilitates the development of Barrhead South Strategic Development Opportunity providing new residential development and provides improved access to Dams to Darnley Country Park. The project creates a new signal controlled junction where Balgraystone Road meets Springfield Road, a new realigned section (approx. 500m) of fully lit two lane carriageway (converted from a single track country road), adjacent new public footway and cycle facilities, and a new access road and bus turning circle to provide access to future development

sites and provide the infrastructure to attract a local bus service along the route. The anticipated completion date was December 2019 however challenges with utility partners and the Covid-19 lockdown caused delay.

- Work progresses on a new Barrhead South Railway Station on the Glasgow to Neilston line with bus interchange and associated car parking. The scope for the Scottish Transport Appraisal Guidance Part 2 (STAG 2) was submitted to Transport Scotland (TS) for review and approval on the 10th March. Following a delay in the review of the submission by TS owing to resources being committed to supporting Ministers' response to the Covid-19, TS's comments on the scoping document were received by ERC on the 14th September allowing ERC to progress to the next stage and consultant can now be appointed to carry out STAG 2. Achievement of the Project's future milestones will be dependent upon the approval of the STAG 2 by Transport Scotland (TS) prior to progressing into GRIP. A meeting **was held** between TS and ERC **in** late October to discuss Demand Forecasting, in light of the affect that the pandemic may have on rail patronage. ***TS advised that any Demand Forecasting would have to consider the pandemic and possible impacts on travel, they further advised that a scenario based approach was preferable. TS do not have a defined approach on how projects may approach and consider the impacts of Covid-19.*** A Change Control Request has been submitted to the PMO outlining a proposed new project schedule.
- The Levern Valley Link Project aims to provide connectivity improvements between Barrhead, Newton Mearns and the M77 J5. It will be delivered in phases with enhanced road and pedestrian provision through Dams to Darnley Country Park at Aurs Road being (i.e. Aurs Road Realignment) Phase 1, redefining the country park and improving road connections between Barrhead and Newton Mearns (Phase 2). Phase 2 will improve accessibility between Barrhead, to the western side of Balgraystone Reservoir and onwards to J5 of the M77. Feasibility work and stakeholders consultations are progressing for the Phase 2 link. The SRTM modelling in being concluded and work is undertaken to progress other elements of the feasibility project including stakeholder consultations. The initial feasibility work should complete by March 2021.
- The Aurs Road Realignment Project includes road realignment, replacement of a weak bridge to allow a bus route along this corridor and provision of pedestrian/cycle boardwalk around Balgray reservoir. The straightening of a section of road releases land to develop the Dams to Darnley Visitor Facilities Project which will follow on post completion. ERC is also working with Scottish Water to deliver a culvert which will sit underneath the planned boardwalk and cut underneath Aurs Road. Ground investigations are complete, the design team has been appointed to take the project through detailed design stage and ultimately onto site and completion. Work continues with Sustrans and Scottish Water in relation to the boardwalk. ERC continues to work with Scottish Water to agree a partnership which will allow SW to deliver the culvert work as part of ERC's works package meaning one contractor on site, one period of road closure and minimal disruption to locals and commuters who use Aurs Road. Detailed design is almost complete. Work is progressing on the tender documents and a revised programme following the Covid 19 impact. A Change Control Request has been submitted to the PMO outlining a proposed new project schedule.
- Work continues on the Dams to Darnley Visitor Facilities Project within the country park. ERC have been liaising with Scottish Water (SW) regarding the water level to the main Balgray reservoir with the new culvert under Aurs Road intended to maintain a natural water level in Balgray reservoir. Delays to the interdependent Aurs Road realignment project meaning that availability of the main site for the proposed visitor centre is delayed. The project scope is being reviewed in light of these considerations with feasibility work continuing. A phased approach is being considered which will allow earlier provision of facilities and along with some marketing to help raise the profile of the country park to start to drive visitors to the park. A Change Control Request has been submitted to the PMO setting out a revised programme.

#### 11.4 Canal and North Gateway Project (GCC) (Amber)

- 11.4.1 The £89m City Deal funded Canal and North Gateway Project seeks to regenerate an underutilised, neglected and disconnected area on the edge of the city centre to a vibrant new city neighbourhood, with new sustainable residential communities at Sighthill and Cowlands and a reinforced cultural community at Speirs Locks, complemented by a mixed-use commercial core at Port Dundas around the canal. This project includes a number of very different interventions across 12 sub-projects

varying from site remediation and development, construction of new bridges, pedestrian and cycling infrastructures, street lighting, junction upgrading and drainage infrastructures. Details of the activity underway to deliver the follow on investment as a result of the City Deal investment requires to be provided by GCC. GCC have advised that this will be included in the Q3 2020/21 Report. A number of live construction contracts have been impacted by the Covid-19 across the 12 sub-projects. Change Control Request has been submitted to the PMO setting out a revised programme.

- With Sighthill Remediation Contract 1 complete, Contract 2 to complete the remediation of 50ha of vacant or derelict land was underway when Covid-19 lock down occurred. The contractor has now returned to site (in accordance with Scottish Government guidance), however is working with reduced staffing capacity due to restrictions; this is expected to impact upon the planned completion date of Dec 2020. Once the timeline impact is known a CCR will be submitted.
- The contractor for the Sighthill M8 Pedestrian Bridge has submitted an Early Warning Notice detailing potential issue of receiving materials. The full impact is currently unknown and remains under close watch. In addition, a notice was previously issued by Transport Scotland (TS) to advise that no work was to be carried out close to motorway in current pandemic. However, the contractor is now back on site and is progressing within TS restrictions.
- Although construction works are effectively complete on the North Glasgow Integrated Water Management System, the calibration of hydraulic model continues and remains key for the project. The impact on timeline is undefined at this stage as the contractor has been limited to essential or high risk sites due to lockdown.
- While works on Cowlairs Bridge (over railway) and Port Dundas 100 Acre Hill remediation, roads and utilities infrastructure are complete, GCC reports that Covid-19 may impact on timelines for commercial negotiations.
- North Canal Bank Street and Speirs Locks Landscape Link contractor returned to site early August 2020. Timelines being assessed for completion of project.
- Speirs Locks Garscube Toll and Links contractor ceased working during lockdown. Contractor is back on site (early September) however is proceeding within the Scottish Government guidelines. The full impact is still being established.
- ⇨ NGIWMS: Cowlairs Link FBC is due for submission in May 2021 however due to current COVID 19 Pandemic unable to establish if there will be any changes in projects. This remains under review and business critical activities are being monitored to reduce the future impact where possible.

## 11.5 Collegelands Calton Barras (Amber)

11.5.1 The £27m City Deal funded Collegelands Calton Barras (CCB) Project has six sub-projects which focus on: improving accessibility and connections to the City Centre and beyond; remediating sites that have been derelict or vacant to attract development to the area; and build on existing regeneration activities to improve the quality of place. Details of the activity underway to deliver the follow on investment as a result of the City Deal investment requires to be provided by GCC. GCC have advised that this will be included in the Q3 2020/21 Report. A number of current live construction contracts have been impacted by Covid-19. A Change Control Request has been submitted to the PMO setting out a revised programme.

- Calton Barras Action Plan sub-project includes public realm works, junction improvements and a future Developer Deficit Grant Scheme. While public realm work is complete, junction improvement construction was suspended due to the Covid-19 pandemic as a non-essential construction site. The contractor returned to site early August 2020 and the project is now complete.
- ⇨ Meat Market Site Remediation is now complete. Although scope within the FBC has been delivered it should be noted that unrecorded below ground obstructions were found at the end stages of the project which resulted in additional remediation and removal of contaminants.
- Junction Improvements Although contractor is on track to deliver scope as detailed in the FBC the construction site was closed down due to the COVID 19 Pandemic. Full impact is currently being assessed

- High Street Station Ground investigations managed to complete with precautions in place following government guidance with the full report submitted for assessment. Glasgow City Council, Transport Scotland and Network Rail are continuing to progress the development and design of the station. Transport Scotland will now take on the project client role, with Network Rail as delivery partner.

## **11.6 City Centre Enabling Infrastructure Integrated Public Realm (EIIPR) (Amber)**

- 11.6.1 The £115m City Deal funded City Centre Enabling Infrastructure Integrated Public Realm (EIIPR) is a quality place-making project that will transform 17 key streets and adjacent areas (or “Avenues”) in Glasgow city centre through the introduction of an improved external environment that will rebalance traffic modes, introduce green and SMART infrastructure, and place “people” firmly at the heart of the project vision and design strategy. The EIIPR project will deliver over 112,000sq.m of new public realm, over 67,000sq.m of enhanced public realm, over 14,000m of new and enhanced cycle tracks, over 16,000m of new and enhanced walkways, and significant investment in blue/green infrastructure. Details of the activity underway to deliver the follow on investment as a result of the City Deal investment requires to be provided by GCC. GCC have advised that this will be included in the Q3 2020/21 Report. A Change Control Request has been submitted to the PMO setting out a revised programme.
- Practical completion has been achieved on the Intelligent Street Lighting (ISL) sub-project and Sauchiehall Street Avenue Phase 1, Work is ongoing to ensure the ISL CMS is fully operational, and to maximise capability.
  - A number of current live construction contracts on sub-projects (Argyle Street West, the Underline, Sauchiehall Street Precinct, Holland Street / Pitt Street, Kyle Street – North Hanover Street) have been impacted by Covid-19 with contractors ceasing pre-construction site investigation works in response to government advice.
  - This has had an impact on a number of live consultancy/design contracts, which have been affected by the availability of data, information and resources - meaning that consultants have not been able to proceed with design work as planned.
  - As a result, FBC submissions and construction schedules have required reprogramming, taking cognisance of the rescheduling of major events, including COP26 and the European Football Championships, which place embargos on city centre construction activity.

## **11.7 Metropolitan Glasgow Strategic Drainage Partnership (Amber)**

- 11.7.1 The £40.2m City Deal funded Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) Project aims to address a lack of investment in the drainage infrastructure by either removing hydraulic constraints, reducing water entering the sewer system and therefore helping to create drainage capacity and reduce flood risk. Creating capacity in this way will allow new areas of development and regeneration to be brought forward and connect to the drainage system without increasing flood risk to the City. There are ten project components, including Camlachie Channel Improvement and nine Surface Water Management Plan (SWMP) interventions across the City. Details of the activity underway to deliver the follow on investment as a result of the City Deal investment requires to be provided by GCC. GCC have advised that this will be included in the Q3 2020/21 Report. While one, Hillington/Cardonald SWMP, has successfully completed, a number have live construction contracts impacted by Covid-19. A Change Control Request has been submitted to the PMO setting out a revised programme.
- Cardowan SWMP sub-project's full scope has been delivered with residual minor defects have been identified for the contractor to undertake.
  - While the contractors are back on site at Drumchapel, Garrowhill / Baillieston and South East Glasgow SWMP projects, productivity is reduced on the sites due to social distancing. Full impact on costs and timelines for completion are being assessed.
  - Drumchapel SWMP Bulk excavation progressing at Kinfauns Basin and laying of culvert at Garscadden Burn Culvert is ongoing. In line with the condition attached to the project's FBC approval, the Project Manager issued an instruction to the contractor for a quotation to reduce the project value. A saving of £1m was agreed with the contractor which resulted in a negative compensation event being generated, bringing the contract back in line with the OBC stated budget. It should however be noted that as the Drumchapel SWMP contract commenced in

March 2020 it has been subject to additional costs due to the Covid-19 pandemic. The value of these costs are being finalised and will be reported once known.

- Garrowhill / Baillieston SWMP SUDS pond landscaping works at Early Braes Park has now been completed and steelworks completed associated with floodwall while excavation works continuing at Sandyhills Park.
- With substantial completion of construction works at Camlachie Burn and only snagging remaining, assessment of compensation events is ongoing in relation to potentially higher percentage of excavated material being classified as hazardous waste.
- Procurement preparation is underway for Hillington / Cardonald SWMP Phase 2 and Phase 3. Revised FBC submission dates have been submitted to the PMO for approval to take into account Covid impact.

## **11.8 Clyde Waterfront West End Innovation Quarter (Amber)**

11.8.1 The £113.9m City Deal funded Clyde Waterfront West End Innovation Quarter Project aims to regenerate the Clyde waterfront as an attractive urban quarter that supports high value-added industries and maximises the economic potential of the University of Glasgow and the Queen Elizabeth University Hospital. There are eight sub-projects, each of which has further sub elements. Many of the most significant sub-elements are currently progressing with design stages and/or negotiating with key partners/stakeholders. Information about the follow on development that will result from the CWWEIQ have been reported in the Q2 report. Covid-19 related delays are having an impact on design and procurement across the Project. A Change Control Request has been submitted to the PMO setting out a revised programme.

- The Access and Integrity of the Waterfront sub-project will see consolidation and adaptation of quay walls at eight locations (The Briggait / Lancefield Quay; Yorkhill Quay; Windmillcroft Quay; SEC – Active Travel; Custom House Quay; Carlton Place; Govan Graving Docks; and Tradeston Phase 1) in order to unlock opportunity sites and improve connectivity to the city centre, improve public realm and place quality. The FBC for Tradeston Phase 1 is delayed from July 2020. GCC have published an ITT for delivery of the works. This FBC is expected to be appraised/approved by the Director for Regional Economic Growth via the Delegated Authority route (not by CEG approval). Further FBC addendum(s) and timescale for additional grant funding proposals to be confirmed (dependent upon third party input). The Windmillcroft Quay wall sub-project is fundamentally grant funded and GCC are leading delivery. Legal discussions with third parties are currently underway while its FBC is delayed from September 2020 to October 2021 due to Covid-19. The technical design programme reports to be on-track.
- The Developing the Economic Role of SEC / Pacific Quay sub-project will see construction of the Cessnock Pedestrian Link (between Pacific Quay and Cessnock Subway Station), two new pedestrian/cycle bridges over the Clydeside Expressway and the Canting Basin Bridge and the construction of the SEC-Finnieston Link pedestrian/cycle route; the FBC for which was originally planned for April 2021 are delayed due to the SEC's integral role is supporting the NHS through the current Covid-19 pandemic. A Change Control Request has been submitted to the PMO setting out a revised programme
- The Developing the Economic Role of Glasgow University sub-project includes Byres Road Public Realm Improvement and University Avenue and Campus Connections Pedestrian/cycling Links elements. GCC is reporting slippage with the Public Realm works owing to reduced ability to complete design and tender the works, due to the Covid-19 pandemic, with an expected knock-on to the timelines for the FBC, originally planned for February 2021. A Change Control Request has been submitted to the PMO setting out a revised programme. Byres Road's Design work being progressed in cognisance of TRO consultations.
- The Developing the Economic Role of QEUP and Adjacencies sub-project consists of QEUP Access Improvements to the local road network in order to address transport constraints and Development Deficit Funding (DDF) 1, 2 and 3 which will support the construction of new commercial floorspace on under-utilised ground within shipyards and redevelopment of industrial sites within the proximity of the Hospital. GCC is reporting a delay to the planned

FBC submission for DDF2 from February 2021 to June 2021 CEG due to the Covid-19 pandemic. A Change Control Request has been submitted to the PMO setting out a revised programme.

- The Central Govan Action Plan Project includes:
  - The now completed Govan Public Realm improvements within Central Govan adjacent to key heritage assets such as Govan Old, the Pearce Institute and Govan War Memorial and including links to South Bank pedestrian and cycle route. Residual minor snagging identified for Contractor to undertake but programme to be agreed.
  - Development Deficit Funding (DDF) 1 and 2 providing grant funding for the construction of new commercial floorspace within Central Govan. GCC is reporting a delay to DDF FBC 1, originally planned for February 2021, now expected for June 2021, due to the current Covid-19 pandemic. DDF 2 has already seen the provision of a grant award to Govan Heritage Trust (GCC are only monitoring construction phase, not managing the works), which is also reporting previous force cessation of works due to the current Covid-19 pandemic.
- The Improving Connectivity between Glasgow University and QEUH sub-project includes:
  - the creation of two active travel routes from Govan to QEUH (South Route) and from Partick to the University campus (North Route), the latter of which initially impacted by a shortage of material due to the Covid-19 'lock-down' in Southern China in early 2020 followed by delay to site commencement with the UK lock down. The contractor commenced site activities on the North Route at the beginning of September 2020, however is proceeding with reduced resources to comply with Scottish Government guidance.
  - Construction of a new Govan and Partick Bridge pedestrian/cycle crossing, improving connectivity between Glasgow University and the QEUH. Bridge design at an advanced stage and live wind-tunnel test is currently underway. ESPD exercise undertaken. 10 supplier responses received for ITT short-list. Preparation of ITT package to be concluded. A Change Control Request has been submitted to the PMO setting out a revised programme.
- The Investing in the Strategic Road Network to Unlock Development sub-project will see the construction of a new Eastbound slip road from the Clydeside Expressway to North Street/M8 and an improved signal controlled gyratory junction at Anderston Cross/Junction 19.
- The Developing the Economic Role of the Yorkhill Hospital Site sub-project will see construction of a pedestrian and cycle access through the Yorkhill Hospital site to improve links between Glasgow University campus and SEC and the provision of improved vehicular access to the site.

## **11.9 Inchgreen Project (IC) (Green)**

- 11.9.1 The £9.4m City Deal funded Inchgreen Project is a regeneration project providing utilities and works at the Inchgreen deep-water quay and the surrounding industrial land. The 10.77 ha site is bordered by the River Clyde in the north; the A8 trunk road in the south which links to the M8, Glasgow Airport and Scotland's motorway network; James Watt Dock in the west; and the Inchgreen Drydock in the east. The Strategic Business Case sets out plans to deliver a site for multiple users with an emphasis on marine engineering or marine related activities. In terms of project progress, dialogue continues with the landowner regarding the land and with Peel Ports in respect of the Joint Venture for the project. A Change Control Request has been submitted to the PMO setting out a revised programme.

## **11.10 Ocean Terminal (IC) (Amber)**

- 11.10.1 The £14.3m City Deal funded Ocean Terminal Project aims to provide a new Cruise Line Terminal including a berthing facility, state of the art visitor centre, gallery and restaurant to boost the number of cruise ship passengers welcomed to Scotland through the facility operated by Peel Ports. It is estimated that over 150,000 passengers could pass through Greenock Ocean Terminal delivering £26 million in annual visitor and crew spend to the Scottish economy. In terms of progress, the marine works are now complete, and subject to minor snagging. The certificate of practical completion was issued in September 2020. The contract for the construction of a Terminal Building was awarded in the previous reporting period and whilst the contractor commenced site investigation

works the works were stopped following the Covid-19 shutdown and the contractor subsequently was placed in administration. Since the previous contractor for the terminal building entered administration, the Council has considered the impact of COVID-19 on this project. The host Committee remain supportive of the project and a retender exercise will be carried out with tenders issued *in* November 2020. A Change Control Request has been submitted to the PMO setting out a revised programme.

#### **11.11 Inverkip Project (IC) (Amber)**

11.11.1 The £3.3m City Deal funded Inverkip Project involves upgrading of key transport network capacity on the A78 at three locations in and around Inverkip, the development of a new commercial and residential district and the regeneration of vacant and derelict land. The project has now gone beyond the critical stage in respect of discussion with Transport Scotland's Standards Branch in the previous reporting period. High level meetings have taken place with a potential design solution identified and these have now been resolved. The landowner has now committed to the project to tender stage, consultants have been engaged to refresh the roads design and the planning permission in principal, however these are progressing slower than anticipated. Design issues have now been resolved which include a signalised junction at Main Street and Harbourside, and a signalised roundabout adjacent to Brueacre. The project will be submitted in two elements focussed on a) Main Street and b) Brueacre. Covid-19 has had a significant impact on this project. The impact of COVID-19 has been considered by both the Council and Scottish Power and both remain supportive of the project, revised Heads of Terms have been developed with a view to IC delivering the Main Street Inverkip junction with Transport Scotland direct and Scottish Power delivering the Brueacre junction. A Change Control Request has been submitted to the PMO setting out a revised programme.

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

11.12.1 The £6.6m City Deal funded A8/M8 Corridor Access Improvements Project will deliver a new junction to link the A8 to strategic employment sites at Mossend and Carnbroe (Orchard Farm Roundabout) and a park and ride/share (Eurocentral: Park & Ride/Share) at a location off the M8/A8. Both project components aim to enhance connectivity and improve employment and business access to key strategic employment sites from Newhouse to Bargeddie. In terms of progress, the scope of the Eurocentral Park and Ride (EPR) is being reviewed to examine the potential for the current scheme to be expanded from a park and ride to a low carbon hub with a feasibility study intended to be carried out over Q3 /Q4 outlining high level costs and the feasibility of Eurocentral and the specific site for a low carbon hub. Subject to the findings of the study and internal approvals, NLC would bring forward a proposal to expand the existing scope to the PMO/CE/Cabinet through a change control and would evidence funding sources and potential benefits. If approved, an OBC would be developed to support and seek approval for a Low Carbon Hub. **A Change Control Request has been submitted to the PMO setting out a revised programme.** Discussion with Stakeholders is ongoing. Planning approval has been granted for the Orchard Farm Roundabout and the developer is preparing detailed work packages, programme and costings for project delivery. A funding gap has been identified for the overall MIRP infrastructure and further discussions are required with the developer and SE to understand how this can be addressed. As discussions progress, it is possible that the current programme could be advanced if required to maximise funding opportunities.

#### **11.13 Gartcosh/Glenboig Community Growth Area Project (NLC) (Green)**

11.13.1 The £6.2m City Deal funded Gartcosh/Glenboig Community Growth Area Project involves the construction of a new link road from Glenboig to Gartcosh Business Park and the upgrade of existing road infrastructure, to provide a link road of local distributor road standard between Glenboig and Junction 2A of the M73 Motorway. Contract 1, Contract 2 and Contract 3 are complete with the final account for Contract 3 has now been settled. Further work is required to complete a Scottish Water main diversion and to address drainage issues highlighted by key stakeholders. These are being taken forward separately with the Scottish Water main diversion works in progress. Remaining defects at the SUDS basin will be undertaken by others - outwith the main contract. Ecological monitoring of mitigation measures (5 years monitoring) for the new link road has commenced.

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

11.14.1 The £159m City Deal funded Pan Lanarkshire Orbital Transport Corridor Project focuses on improving orbital and Pan-Lanarkshire connections across the City Region with the aim of realising opportunities for commercial and housing development at the Ravenscraig site. This project consist of 3 components:

- The Ravenscraig Infrastructure Access (RIA) seeks to improve access from: the M74 into Ravenscraig with a new dual carriageway and new road crossing of the West Coast Main Line railway; and from Ravenscraig to the M8 through 3.4km of dualling of the existing A723/B799 from Merry Street / New Craig Road roundabout and a new footbridge at Legbrannock. The RIA OBC was approved by Committee on 27th August and GCRCD Cabinet on 6th October. Additionally GRIP 3 approval was formally completed at Network Rail for the rail bridge and further design development took place in relation to SUDS.
- The East Airdrie Link Road seeks to provide a new and more direct north-south route between Cumbernauld and the M8, forming the northern half of the Orbital Transport Corridor. Formal opening remains on target for September 2026, with Stage 2 options development completed, options assessment commenced and ongoing and stakeholder engagement progressed and Active Travel Workshop held. The current programme (beyond options generation and appraisal) is based on an assumed procurement route for the follow on Stage 3 onwards professional services commission and the availability of resource for the anticipated delivery programme.
- Motherwell Town Centre Interchange Project seeks to upgrade and reconfigure the infrastructure around Motherwell train station to improve access and better facilitate intermodal passenger transport. The design is being developed in consultation with Scotrail, who are upgrading Motherwell Station building, to ensure an integrated design solution. The station contractor has completed Phase 1 of their works and is progressing well with Phase 2. A community benefits delivery plan has been agreed with ScotRail for the grant funding being provided by NLC towards aspects of the station works (external public realm, car park and retaining wall works). Integrated programming discussions with ScotRail are continuing, linked to an updated procurement approach options appraisal which is underway. Priorities for the upcoming quarter include conclusion of the planning process for the Muir Street proposals, selecting a procurement approach and concluding technical approvals with Network Rail and Scottish Water. Completion of the NLC element of the works remains on target for March 2022.

#### 11.15 Clyde Waterfront and Renfrew Riverside Project (RC) (Green)

- 11.15.1 The £90.6m City Deal funded Clyde Waterfront and Renfrew Riverside (CWRR) Project consists of a new “opening bridge” in the location of Meadowside Street, Renfrew linked to a new road network which links to Dock Street in the north and the new Renfrew North Development Road (RNDR), to the south. The RNDR will run between Meadowside Street, and Argyll Avenue Renfrew to link with Inchinnan Road. The roads and bridge will include segregated provision for walking and cycling and will enable improved public transport links. The cycle ways will link west to the boundary of the complementary City Deal Project Glasgow Airport Investment Area. Following evaluation of the initial tender for the Design & Construct Contract the project team concluded negotiation meetings early June 2020. Responses to the invitation to submit a mock tender were returned on 28 August 2020. ***The negotiated change to scope were made in September 2020 with the final ITT issued in October 2020.*** Following a positive decision letter on the CPO from Scottish Ministers (8th April 2020), the project team issued notices to landowners and occupiers w/c 31/08/20 and advertised the confirmation of the CPO on 04/09/20. Considerable progress has been made clearing/partially clearing a number of planning conditions to allow contractor to commence site works on award. All conditions have now been signed off by GCC and WDC to allow site start. Consultant appointed to explore opportunity to dispose of dredged material offshore or within Lobnitz Dock, have engaged with Marine Scotland (MS) to explore options for cost savings on project. A new MS licence application is ready to submit requesting offshore disposal of arising.

#### 11.16 Glasgow Airport Investment Area Project (RC) (Green)

- 11.16.1 The £39.0m City Deal funded Glasgow Airport Investment Area (GAIA) Project includes realignment of a section of Abbotsinch Road between a point north of Arran Avenue and the existing A8 Inchinnan Road to the west of the existing Bascule Bridge. The project also includes a new vehicular bridge across the White Cart linking the industrial and commercial sites with the realigned Abbotsinch Road and new cycle and pedestrian links between Paisley and Renfrew Town Centres, Inchinnan Business Park, AMIDS and the complementary CWRR project. Further to the suspension of the GAIA construction works in April, the GAIA construction site is now operating at full capacity following COVID-19 stoppage. The contractor has put in place measures to comply with Health and Safety legislation to allow the site to get back to full capacity in a phased basis since the “soft start” of construction works re-commencing in June 2020. A programme review resulted in a new project

completion date of May 2021. Since the restart of construction, progress continues to be made on site which included significant construction milestones including the new 'Wright St Bridge' with the successful completion of the abutments and pier crossheads and installation of the precast beams in September. Work on the Black Cart pedestrian & cycle bridge abutments and crane platforms continues in parallel to the assembly of the bridge in sections on site also nearing completion ahead of installation which is scheduled in November during planned airport overnight closures. The project team continue to work closely with stakeholders from NMIS & MMIC as well as Scottish Government and Scottish Enterprise partners to further develop proposals for the Advanced Manufacturing Innovation District Scotland (AMIDS) for which GAIA provides the enabling infrastructure. Construction of MMIC started in September with NMIS due to start on site during October.

#### **11.17 Cathkin Relief Road (SLC) (Amber)**

11.17.1 The £19m City Deal funded Cathkin Relief Road Project has delivered a new 7.3m wide carriageway between the junctions of Cathkin Bypass/Burnside Road and Fernhill Road/Croftfoot Road/Blairbeth Road with a 2m wide footway on the south side and a 3m wide combined cycleway/footway on the north side of the carriageway, with the cycleway tied to existing cycle routes in the area. Wider infrastructure improvements to lock in the benefits of the main scheme were scheduled for completion in 2019/20, however these works were not concluded due to Covid-19 and will be completed during 2020/21. Remaining complementary works now completed. Revised timescales and legal implications been now assessed / discussed with legal colleagues and inspections arrangements confirmed with H&T colleagues. The publishing of the Noise Assessment Report which would identify properties eligible for noise insulation and trigger the next steps in the Land Compensation (Scotland) Act Part 2 legal process was suspended due to Covid19. Revised timescales and legal implications been now assessed / discussed with legal colleagues and inspections arrangements confirmed. Next steps timescales to be confirmed / publication of Noise Assessment Report expected end of September / early October. Project was recently re-profiled to reflect state of play. Costs to be confirmed.

#### **11.18 Greenhills Road Project (SLC) (Amber)**

11.18.1 The £25.7m City Deal funded Greenhills Road Project involves the widening to dual carriageway of the existing A726 from Calderglen Country Park to the Torrance Roundabout and of Greenhills Road from the Torrance Roundabout westwards to the access to the Langlands development. The works involve the realignment of existing roads, new and upgraded junctions, new walking and cycling infrastructures and new street lighting, with opportunities taken if possible to lock in benefits of the scheme to the wider area. The project was on schedule for substantial completion during summer 2020 and full completion in October 2020 however, the Covid-19 lock-down led to the works being suspended at the end of March. Works restarted in June and main construction completion is now being assessed **with a likely completion date of Spring 2021 being reviewed**. A Change Control request has been submitted to the PMO setting out a new programme. Significant Covid19 related costs are under discussion and we are continuing to work with Wills Bros to better understand and minimise these direct and indirect costs. Project outturn scenarios are being discussed. Risks will remain on this project as the industry responds to Covid19 and as we enter a challenging winter period and possible further Covid19 related pressures. Issues over availability of materials, PPE, evolving working practices and public utility co-ordination will remain and be in addition to the 'normal' risks associated with a project of this nature.

#### **11.19 Stewartfield Way Transport Capacity Project (SLC) (Amber)**

11.19.1 The £62.2m City Deal funded Stewartfield Way Transport Capacity Project initially proposed upgrading the entire length of Stewartfield Way. The initial project scope is being reassessed to take into account: a review of project costs; Green Book compliance; National Transport Strategy; consideration of community consultation and emerging climate emergency issues. Work associated with the augmented business case has recently commenced with a view to submitting an augmented SBC at the end of this calendar year. No significant Covid19 delays been encountered in terms of progress on this project to date, however programme timescales may require to be extended to allow greater time to fully consider the impacts of changing / evolving Covid19 related travel demands and potential phased delivery of elements.

#### **11.20 Community Growth Areas (SLC) (Amber)**

11.20.1 The £62.3m City Deal funded Community Growth Areas (CGAs) are located in Newton, East Kilbride, Hamilton and Larkhall. The CGAs represent strategic housing land releases in South

Lanarkshire that could accommodate up to 7000 units. The projects aim to deliver new education/ community facilities, road improvements, junctions, park and ride facilities and sustainable transport routes (**walking and cycling**). Covid-10 restrictions have impacted upon a number of CGA subprojects. A Change Control Request has been submitted to the PMO setting out revised programme.

- Hamilton CGA. Three sub project elements have now been completed on time, to budget and are fully operational, delivering economic benefits.
  - the Highstonehall Road Upgrade Works **has provided** access to the CGA and supporting the development of an estimated 90 new houses within the western edge of Hamilton which are now **being** populated.
  - The Strathaven Rd/ Woodfoot Rd Transport Corridor sub-project is currently fully operational providing access is providing access for an estimated 93 new housing units within the CGA to transport hubs in the centre of Hamilton and links to Glasgow and beyond.
  - The Woodhead Primary School Extension sub-project is providing local education facilities within walking distance of the CGA. There is a sum remaining for some small additional works but these have been delayed re Covid-19. It is estimated that the school will help to secure 340 new houses over the lifetime of the project with housing numbers ahead of schedule, with 121 of a planned 170 by 2024 already completed.
- Larkhall CGA. Three sub-projects are at the design and procurement phase and will be brought forward for FBC approval by the end of 2020/21.
  - The Glengowan Extension project is currently undergoing design work with Planning Consent in place and tender issue and return scheduled to be completed this financial year with the intention to obtain CEG approval in **thereafter** and commence work at the site in **June** 2021.
  - The Lanark Road Signalisation sub project has seen the commission for the design of the revised junction and design checks on the existing overbridge have been completed and the contract awarded. Engagement with Transport Scotland has begun, also response times from Transport Scotland have been an issue, and it is anticipated that a tender will be issued and returned in 2020/21. All desktop design and planning works continuing.
  - The Larkhall Nursery Extension sub project is currently undergoing design work with Planning Consent in place. A Change Control Request has been submitted to the PMO setting out revised programme.
- Newton CGA. The combination of the four Newton CGA interventions; Westburn Roundabout, Newton Farm Primary School, Sustainable Transport and Newton Park & Ride is reducing risk and providing greater confidence in an investment return for housing developers, enabling development within 14 years compared to the 22-year timeline in the absence of intervention.
  - Newton Farm Primary School was completed on time and within budget providing a key selling point for the new housing development. Demand for school places has been greater than anticipated with its popularity attracting families with children to the CGA and supporting the faster than planned development of the housing delivery. SLC corrected a reporting error this cycle by increasing the Educational Floorspace for the project from 3,005sqm previously reported to 4005sqm.
  - Newton Park and Ride Phase 2 was completed on budget and **was** running at an average of over 90% occupancy **prior to lockdown**. The project was completed in 2017 and SLC is considering options to expand it again as it has proved so popular.
  - Following some delays due to poor utility provider performance, the Westburn Roundabout project was completed and opened at the end Jan 2019, enabling housing developers to deliver the full site capacity of 1,500 units, as opposed to the planning maximum of 1,212 without this enhancement.
- East Kilbride CGA. Tender return for the Jackton Primary School project has been achieved however the developer consortium, who commenced infrastructure works in January 2020, have advised that the delivery of the spine road and a serviced site in which the school will be built on have been delayed and a review of the programme for the construction of the new school is underway. Delivery of project impacted by delays incurred by developer consortium who are providing site infrastructure including road and utilities connections to the new school site. Re-

tender of project likely with school opening delayed. Timescale for delivery being reviewed in consultation with developer consortium who are providing revised house completion estimates. School opening now estimated to be August 2023 (12 month delay). A Change Control Request has been submitted to the PMO setting out revised programme.

## 11.21 Exxon Site Development Project (WDC) (Amber)

11.21.1 The £27.9m City Deal funded Exxon Site Development Project will see completion of extensive enabling works at the former oil terminal at Bowling to support the development of the area for commercial and industrial use with works including: 1.95km of new spine road with associated drainage and lighting infrastructure; 1.32km of upgraded existing public road (A814); a new junction on the A82 at Dumbuck with closure of the existing junction; a remodelled junction on the A82 at Dunglass; a new underpass of the Glasgow-Dumbarton Railway at the western access to the site; a remodelled railway overbridge at the eastern access to the site; 2ha of public realm created and a further 27ha of public realm enhanced; flood mitigation works; environmental mitigation works (but not remediation); site drainage works; and establishment of platforms for development across the site. Collectively these improvements are expected to result in 25ha of land with reduced flood risk and 19ha of vacant and derelict land brought back into use. The project will also deliver 25,500sqm of storage/distribution floorspace, 9,900sqm of industrial floorspace, and 7,860sqm of business floorspace. Reporting at Amber because WDC's Q2 report didn't include information on preparation underway to deliver project benefits or updated contracts and community benefits reporting. **A meeting has since taken place to discuss benefits reporting** and WDC will require to provide this information in their Q3 report. The FBC, which was initially planned for December 2019, is now expected in November 2021, with construction works due to commence in 2022 and complete in April 2025. The changes in dates are as a result of the protracted negotiations with Exxon in reaching commercial terms for the exchange of the site. This was largely driven by the demands of reaching a suitable environmental remediation strategy between Exxon and the regulator for this former industrial site. The Final Business Case (FBC) will be proposed for approval and was initially forecast for December 2019 has now moved out to November 2021. Construction works will be adjusted and programmed to commence in 2022. Missives have been exchanged between Exxon and West Dunbartonshire Council for the proposed development site which will come into full ownership of West Dunbartonshire Council upon the completion of Exxon's land remediation works, this is a major milestone for the project and allows greater certainty on program going forward. A Change Control Request has been submitted to the PMO setting out revised programme.

## 11.22 Airport Access Project (GCC and RC) (Amber)

- 11.22.1 The £144.3m City Deal funded Airport Access Project (AAP) aimed to deliver a marked improvement in connectivity through a fixed link to and from Glasgow Airport to Glasgow. Development of the OBC for a people mover system concluded, recommending a cable pulled transit system (CPT) as the preferred option. As a result of key developments in the transport landscape at a national, regional and local level recommending the development of a Glasgow Metro System, progression with the CPT option has been paused to allow for the completion of a feasibility study for the proposed Metro.
- 11.22.2 The CEG on 27 August 2020 approved a paper indicating the governance arrangements for the Metro feasibility study and a request to use a fund of £60k to appoint a specialist consultant to assist the Metro team create a scope of service for the feasibility study consultancy **and assist with the evaluation of this tender**. The metro team is developing with staff representing Transport, Housing, GIS, Planning and Project Management now part of the team and work plans are **progressing** along with determining the definition of the project and how it links with the transport strategies. All metro workstreams are identifying all relevant policies, strategies and exemplar projects which will assist in the development of the Metro Feasibility. **The testing of strategic corridors in underway to understand and develop both the data requirements and assessment methodology.**
- 11.22.3 **The initial Metro Strategic Advisory Group (MSAG) meeting took place on the 4 November 2020 which was a successful engagement with all the organisations represented who stated they welcome the opportunity to participate in the Metro Study with the next meeting taking place in 2 December 2020.**
- 11.22.4 **The Joint Chief Executive Steering Group will take place on 20 November 2020, which will review its role and remit and review an updated PID detailing the approach for the feasibility study.**
- 11.22.5 **The team are regularly engaging with SPT with the Regional Transport Strategy and GCC with the Local Transport Strategy. Engagement with Transport Scotland and STPR2 consultants Jacobs has commenced to share and align workplans.**
- 11.22.6 **Regular updates of the metro project are shared with the Transport Portfolio Group.**
- 11.22.7 **A Communications & Engagement Plan, and a Stakeholder Management Plan for the Metro Feasibility Study have both been realised, with content augmented and refined as the project develops and additional requirements are identified or anticipated. A detailed Stakeholder Mapping exercise has been undertaken to determine the level of engagement required to keep stakeholders satisfied, and where applicable, to lever their support and influence in delivering the Metro Feasibility Study. This work with key stakeholders is expected to**

*stimulate a process of reflection, particularly around finding a common definition and aspiration for what a Glasgow City Region Metro system is, what it can look like and what it can deliver for the city region. Engagement with high level stakeholders has already commenced, including Transport Scotland, with whom a meeting regime started on 8 October 2020. A key aspect of engagement with Transport Scotland will be to ensure alignment of our respective workplans around the Metro Feasibility Study and their own STPR2 to eliminate duplication. Engagement with Strathclyde Partnership for Transport (RTS) and Glasgow City Council's (LTS) team has also been established, with regular meetings and a role and remit for this group agreed. A series of online Stakeholder Workshops/Webinars are planned for January 2021 and will be delivered most likely online due to current COVID-19 restrictions. These workshops are expected to supplement ongoing planned and ad hoc conversations and meetings, and in particular facilitate the exchange of perspectives and the gathering of insights, ambitions, opportunities and assumptions around a Glasgow Regional Metro.*

### 11.23 Working Matters (Successor Project) (Amber)

- 11.23.1 The Working Matters Successor Project concluded on 31 July 2020. A closure report will be submitted to the Cabinet in April 2021 at the end of the financial year, detailing the final financial expenditure of the project. The Working Matters Successor Project grant payments due for financial years 2019/20 and 2020/21 (until the 31 July 2020) have been reconciled and the remaining payments are now due to Member Authorities. The total value of grants to be paid is £0.345m as per below.

Council	Grant Due:
East Dunbartonshire Council	£12,393
East Renfrewshire Council	0
Glasgow City Council	£33,125
Inverclyde Council	0
North Lanarkshire Council	£50,613
Renfrewshire Council	£110,630
South Lanarkshire Council	£87,482
West Dunbartonshire Council	£46,792
<b>Total</b>	<b>£341,035</b>
GCC (Lead Programme Management Costs)	£4,021
<b>Revised Total</b>	<b>£345,056</b>

- 11.23.2 Based on the payments set out in the table above, there remains a small amount of unused DWP grant funding of £0.042m. It has been agreed between GCC as the Project Lead and the DWP that this funding will be allocated to the 7 Member Authorities who participated in the Working Matters Successor Programme. The grant will be used to support agreed local employability activity before the end of the financial year (March 2021). The amount of outstanding grant funding to be allocated to each Member Authority is set out below:

Final Grant Underspend		
DWP Grant	£42,433	
Total project Cost	£42,433	
Member Authority	%age Grant Allocation	DWP Grant
East Dunbartonshire	3.00%	£1,272.99
East Renfrewshire	0.00%	£0.00
Glasgow	40.00%	£16,973.20
Inverclyde	5.00%	£2,121.65
North Lanarkshire	11.00%	£4,667.63
Renfrewshire	11.00%	£4,667.63
South Lanarkshire	13.00%	£5,516.29
West Dunbartonshire	7.00%	£2,970.31
Lead	10.00%	£4,243.30
<b>TOTAL</b>	<b>100.00%</b>	<b>£42,433.00</b>

## 12. CITY DEAL ANNUAL IMPLEMENTATION PLAN UPDATE

### 12.1 Annual Implementation Plan Status

- 12.1.1 The Annual Implementation Plan, which was approved by June Cabinet, sets out all of the activities which will be completed by the Programme Management Office and the Support Groups throughout

2020/21 to support the delivery of the City Deal Programme and to ensure compliance with the Assurance Framework and Grant Offer Letter (GOL). Monitoring of the AIP is a condition of the GOL. A brief update on the progress which has been made with each action in the AIP and the status for each actions is included at Appendix 5 with updates for the period marked in bold italic font.

12.1.2 The table below provides a summary of the status for the City Deal and RES actions.

**Table 2: AIP Status Summary as at 13/11/20**

	City Deal Actions	RES Actions	Total Actions
Red	2 (3%)	0 (0%)	2 (2%)
Amber	<b>11</b> (15%)	1 (2%)	<b>12</b> (10%)
Green	<b>36</b> (51%)	<b>35</b> (73%)	<b>71</b> (60%)
Complete	<b>14</b> (20%)	2 (4%)	<b>16</b> (13%)
Superseded	0 (0%)	<b>8</b> (17%)	<b>8</b> (7%)
Future	8 (11%)	<b>2</b> (4%)	<b>10</b> (8%)
Total	71 (100%)	48 (100%)	119 (100%)

\*May not add to 100% due to rounding

12.1.3 Monitoring shows that, at 13<sup>th</sup> November 2020:

- Of the 71 City Deal actions within the AIP, the majority are progressing as planned, have already been completed or are 'Future' actions. However, **13 (18%)** actions have not/or are no longer expected to be completed within the targeted timescales or are encountering issues with their implementation (Red and Amber status).
- Of the 48 actions within the AIP relating to actions from the Regional Economic Strategy, only one has an Amber status.

12.1.4 Of the **14** with Red/Amber status, a number are due to slippage in timescales. The CEG has agreed revised timescales are set out in **Table 3** below. All revised timescales remain within the period of the AIP and will be completed before the end of 2020/21.

**Table 3: Proposed Revised Timescales**

Ref	Theme	Action	Revised Timescale
6.0	Com. Benefits	Refresh GCR City Deal Guidance Documentation to reflect Sustainable Procurement Strategy	<b>Feb-21</b>
9.0	Com. Benefits	Complete Cenefits Data Protection Impact Assessment	<b>Dec-20</b>
17.0	Benefits Realisation	Developing accurate mapping of City Deal benefits – both outputs and follow on developments.	<b>Feb-21</b>
23.0	Finance	Agreeing Infrastructure Pass down Letter with Member Authorities	<b>Dec-20</b>
28.0	Finance	Engagement with other Council Groups obtaining City Deal Funding to identify lessons learned and good practice.	<b>Dec-20</b>
61.0	Governance	Update the Programme Business Case 2020	<b>Feb-21</b>
62.0	Governance	Update the Assurance Framework 2020 ensuring governments Gateway 1 requirements are addressed	<b>Feb-21</b>



**Appendix 1** provides a summary for each project's status. Detailed definitions for Red I, Amber (A), Green (G), Complete (C) and Future (F) status are provided in the report endnotes. Status and dates shown in ***bold italics*** have changed from the previous PMO report following approval of a submitted Change Control Request (for status) or notification to the PMO of a change to FBC submission dates. Where a Project element reports at Amber, an explanation of the related issue(s) is provided in the individual Project update section.

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	Realisation	FBC dates	End of construction
<b>INFRASTRUCTURE PROGRAMME</b>												
East Dunbartonshire Council in partnership with Strathclyde Partnership for Transport and Glasgow City Council												
1. Place and Growth Programme			F	n/a	F	A	A	F	F		Jul 2023	Dec 2025
	Bishopbriggs Relief Road/Westerhill Masterplan - BRR5/ Westerhill	C	F	n/a	F	A	A	F	F		TBC	TBC
	A803 Sustainable Travel Corridor		F	n/a	F	A	A	F	F		TBC	TBC
	Bishopbriggs Town Centre Regeneration – Public Realm/ Business Incubation Space		F	n/a	F	A	A	F	F		TBC	TBC
East Renfrewshire Council												
2. M77 Strategic Corridor				n/a	F	A	A	A	A		various	various
	Levern Works	C	C	C	C	C	C	G			18/08/2015	Aug 2016
	Business Boost	C	C	C	A	C	A				30/11/2017	Mar 2019
	Aurs Road Realignment	C	F	G	A	G	G				26/03/2020	Apr 2021
	Balgraystone Road	C	C	C	C	A	G				28/03/2019	Apr 2020
	New Railway Station and allied works	F	F	A	A	A	G				29/10/2020	Aug 2021
	Levern Valley Link	F	F	G	G	G	G				Sep 2024	Nov 2025
	Dams to Darnley Visitor Facilities	F	F	A	A	G	G				May 2021	Apr 2022
Glasgow City Council												
3. Canal and North Gateway					F	A	A	A	A		various	various
	FBC1: Sighthill: Remediation (Contract 1)	C	C	C	C	C					15/12/2015	09/11/2017
	FBC 2: Sighthill Remediation (Contract 2)	C	A	A	A	A					18/10/2016	Jan 2020
	FBC 3: Sighthill: Cowlares Bridge; Port Dundas; and 100 Acre Hill	C	C	A	G	A					29/03/2018	Jul 2019
	FBC4: NGIWMS	C	A	A	A	A					29/03/2018	Jun 2019
	NGIWMS: Cowlares Link	F	A	A	A	A					27/08/2020	10/07/2021
	FBC 5: North Canal Bank Street / Landscape Link	C	A	A	A	A					29/05/2019	Apr 2020
	FBC 7: Sighthill M8 Pedestrian Bridge	C	A	A	A	A					30/01/2020	12/09/2021
	FBC 6: Speirs Lock: Garscube Toll & Links	C	A	A	A	A					28/11/2019	23/07/2020
	Port Dundas: Dobbies Loan	F	A	A	A	A					23/04/2020	May 2021
	Port Dundas: Pinkston Access and Remediation	F	A	A	A	A					24/09/2020	Sep 2021
	Cowlares: Remediation & Servicing	F	A	A	A	A					Mar 2021	Mar 2022
4. Collegelands Calton Barras					F	A	A	A	A		various	various
	Improving Public Transport: High St Station	F	A	A	A	A					27/08/2020	Feb 2021
	Meat Market Roads and Infrastructure	F	A	A	A	A					26/03/2020	28/02/2021
	FBC 2: Meat Market Site Remediation	C	C	C	A	A					20/06/2019	17/10/2019
	CBAP: Development Deficit Grant Scheme	F	F	F	F	F					26/11/2020	Jan 2022
	FBC 3: Junction Improvements	C	A	A	A	A					20/06/2019	18/04/2020
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1	C	C	C	C	A					24/05/2017	01/07/2018
5. City Centre Enabling Infrastructure Integrated Public Realm					F	A	A	A	A		various	various
	FBC1: Sauchiehall Street West Phase 1	C	C	C	C	A					01/12/2017	01/05/2019
	Block A - Argyle St West (M8-Hope Street)	F	A	A	A	A					23/04/2020	Apr 2022
	Block A - Argyle St East (Hope Street-Glasgow Cross)	F	F	F	F	F					24/09/2020	Sep 2022
	Block A - St Enoch's Square - Dixon Street	F	F	F	F	F					24/09/2020	Sep 2022
	Block A - Bath Street East-Cathedral Street	F	F	F	F	F					Feb 2021	Feb 2023
	Block A - Kyle Street - North Hanover Street	F	A	A	A	A					Feb 2021	Feb 2023
	Block A - The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)	F	A	A	A	A					26/03/2020	Sep 2021
	Block A - Sauchiehall Street Precinct	F	A	A	A	A					21/05/2020	Nov 2021
	Block B - Holland Street/Pitt St	F	A	A	A	A					Nov 2020	Jun 2022
	Block B - Elmbank Street & Elmbank Crescent	F	F	F	F	F					Nov 2020	Jun 2022
	Block B - Glassford Street/Stockwell Street	F	F	F	F	F					Apr 2021	Oct 2022
	Block B - Broomielaw/Clyde Street	F	F	F	F	F					Sep 2021	Sep 2023
	Block C - Hope Street	F	F	F	F	F					Jun 2022	Dec 2023
	Block C - International Financial Services District	F	F	F	F	F					May 2022	May 2024

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	Realisation	FBC dates	End of construction
	Block C - St Vincent Street				F	F	F	F	F	F	Nov 2022	May 2024
	Block C - John Street				F	F	F	F	F	F	Apr 2022	Apr 2024
	Block C - George Street				F	F	F	F	F	F	Nov 2022	Nov 2024
	Intelligent Street Lighting				C	C	C	C	A	A	29/03/2018	16/06/2019
6. Metropolitan Glasgow Strategic Drainage Partnership					F	A	A	A	A	A	various	various
	FBC 1: Camlachie Burn				C	C	C	A	A	A	29/03/2017	05/07/2019
	FBC 2: Cardowan Surface Water Management Plan (SWMP)				C	C	C	A	A	A	02/08/2018	03/09/2019
	FBC 4: South East Glasgow SWMP				C	A	A	A	A	A	23/05/2019	Mar 2022
	FBC 3: Hillington/Cardonald SWMP- Phase 1 Moss Heights/Halfway Community Park				C	C	C	C	A	A	30/08/2018	03/05/2019
	Hillington/Cardonald SWMP - Ph 2	C	C	C	F	A	A	A	A	A	26/03/2020	May 2021
	Hillington/Cardonald SWMP - Ph 3				F	A	A	A	A	A	26/03/2020	May 2021
	FBC 5: Garrowhill/Ballieston SWMP				C	A	A	A	A	A	29/08/2019	Nov 2022
	Drumchapel SWMP				C	A	A	A	A	A	30/01/2020	Mar 2021
	Cockenzie St SWMP				F	F	F	F	F	F	21/05/2020	Jan 2023
	Fullerton Avenue SWMP				F	F	F	F	F	F	21/05/2020	Jan 2023
	Eastern Springburn SWMP				F	F	F	F	F	F	21/05/2020	Jan 2023
	High Knightswood/Netherton SWMP				F	F	F	F	F	F	21/05/2020	Jan 2023
7. Clyde Waterfront West End Innovation Quarter					F	A	A	A	A	A	various	various
	Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm				F	A	A	A	A	A	21/05/2020	Jan 2022
	Develop. Econ. Role of GU - University Avenue and Campus Connections				F	F	F	F	F	F	Nov 2021	Jan 2023
	Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge				F	F	F	F	F	F	29/10/2020	Nov 2021
	Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link				F	A	A	F	F	F	Apr 2022	May 2023
	Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link				F	F	F	A	F	F	Apr 2021	May 2022
	Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge				F	F	F	F	F	F	Apr 2022	May 2023
	Investing in the Strategic Road Network to Unlock Development (M8 Jct19)				F	F	F	F	F	F	Jun 2022	Jun 2023
	Develop. Econ. Role of Queen Elizabeth University Hospital (QEUH) and Adjacencies - Development Deficit Funding 1				F	F	F	F	F	F	27/08/2020	Feb 2022
	Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 2				F	A	A	A	A	A	Feb 2021	Aug 2022
	Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3				F	F	F	F	F	F	27/08/2020	Jan 2022
	Developing the Economic Role of QEUH and Adjacencies - Access Improvements	C	C	C	F	F	F	F	F	F	27/08/2020	Mar 2022
	Developing the Economic Role of Yorkhill Hospital Site				F	F	F	F	F	F	29/10/2020	Oct 2021
	FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South)				C	C	C	C	A	A	29/03/2018	22/04/2019
	CGAP Development Deficit Funding – Commercial Floorspace 1				F	A	A	A	A	A	Feb 2021	Feb 2022
	FBC 2: CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor)				C	A	A	A	A	A	20/06/2019	18/06/2020
	Access and Integrity of Waterfront The Briggait/Lancefield Quay				F	F	F	F	F	F	24/09/2020	Sep 2021
	Access and Integrity of Waterfront - Yorkhill Quay				F	F	F	F	F	F	29/10/2020	Oct 2021
	Access and Integrity of Waterfront - Windmillcroft Quay				F	F	F	F	F	F	24/09/2020	Sep 2021
	Access and Integrity of Waterfront - SEC - Active Travel				F	F	F	F	F	F	Apr 2021	Apr 2023
	Access and Integrity of Waterfront - Custom House Quay				F	F	F	F	F	F	Dec 2021	Dec 2023
	Access and Integrity of Waterfront - Calton Place				F	F	F	F	F	F	Dec 2021	Dec 2023
	Access and Integrity of Waterfront - Tradeston Phase 1				F	A	A	A	A	A	24/09/2020	Sep 2021
	Access and Integrity of Waterfront - Tradeston				F	F	F	F	F	F	TBC	TBC

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	Realisation	FBC dates	End of construction
	Phase 2											
	Access and Integrity of Waterfront - Govan Graving Docks				F	F	F	F	F		23/04/2020	May 2021
	Improving Connectivity between GU and QEUEH - Govan-Partick Bridge				F	A	A	A	A		18/06/2020	Sep 2021
	Improving Connectivity between GU and QEUEH - Active Travel Route (North)				C	A	A	A	A		31/10/2019	Oct 2020
	Improving Connectivity between GU and QEUEH- Active Travel Route (South)				F	F	F	F	F		27/08/2020	Aug 2021
Inverclyde Council												
8. Inchgreen		C	F	n/a	F	G	G	G	F		Nov 2020	Mar 2022
9. Ocean Terminal				n/a	F	A	A	A	A		various	various
	Marine Works	C	C	C	C	C	C	G	G		29/05/2019	Mar 2020
	Terminal Building			F	C	A	A	A	A		28/11/2019	Mar 2021
10. Inverkip		C	C	F	F	G	A	A	G		24/09/2020	Mar 2021
North Lanarkshire Council												
11. A8 M8 Corridor Access Improvements			n/a	n/a	F	G	A	G	G		various	various
	Eurocentral: Park & Ride/Share	C	F	n/a	F	G	A	G	G		Dec 2021	Dec 2022
	Orchard Farm Roundabout		F	n/a	F	G	G	G	G		Dec 2021	Mar 2021
12. Gartcosh/Glenboig Community Growth Area					F	C	C	G	G		various	various
	Glenboig Link Road - FBC 1	C	C	C	C	C	C	G	G		18/10/2016	01/06/2018
	Glenboig Link Road - FBC 2				C	C	C	G	G		30/12/2016	01/06/2018
13. Pan Lanarkshire Orbital Transport Corridor			n/a	n/a	F	G	G	G	G		various	various
	RIA - FBC WCML Crossing			n/a	F	G	G	G	F		Oct 2021	Mar 2023
	RIA - New Dual Carriageway Rav to Motherwell			n/a	F	G	G	G	F		Oct 2022	Jun 2025
	RIA - Dualing of A723 Rav to M8			n/a	F	G	G	G	F		Jul 2023	Dec 2025
	RIA - Dualing of Airbles Road and Jnct improvements			n/a	F	G	G	G	F		Jan 2024	Dec 2025
	East Airdrie Link Road		F	n/a	F	G	G	G	G		Feb 2024	Sep 2026
	Motherwell Town Centre Interchange		C	C	F	G	G	G	G		May 2021	Mar 2022
Renfrewshire Council												
14. Clyde Waterfront and Renfrew Riverside (CWRR)		C	C	C	F	G	G	G	G		28/01/2021	Sep 2023
15. Glasgow Airport Investment Area (GAIA)		C	C	C	C	G	G	G	G		28/03/2019	May 2021
South Lanarkshire Council												
16. Cathkin Relief Road		C	C	C	C	G	A	G	A		23/05/2019	Jan 2017
17. Greenhills Road		C	C	C	C	G	A	G	A		30/08/2018	Jul 2020
18. Stewartfield Way Transport Capacity		C	F	n/a	F	G	A	G	A		Apr 2022	May 2026
19. Community Growth Area		C	C	C	F	G	A	G	A		various	various
19a. Community Growth Area (GCA) - Newton											various	various
	Newton CGA Park and Ride				C	C	C	C	A		24/05/2017	Dec 2017
	Newton Farm Primary School				C	C	C	C	A		03/02/2016	Aug 2017
	Westburn Roundabout				C	C	C	C	A		29/11/2018	Sep 2019
	Sustainable Transport Intervention				F	F	F	F	F		28/01/2021	Dec 2022
19b. Community Growth Area - Hamilton											various	various
	FBC1: Woodhead Primary School Extension				C	C	C	C	A		02/08/2018	Aug 2019
	FBC2: Highstonehall Road Upgrade Works				C	C	C	C	A		29/11/2018	Apr 2019
	FBC3: Woodfoot Road Transport Corridor Improvements				C	C	C	C	A		25/04/2019	Dec 2019
	FBC4: Woodfoot Road/Wellhall Road Junction				F	F	F	F	F		23/04/2021	Dec 2021
	FBC5: Wellhall Road/Hillhouse Road Junction				F	F	F	F	F		01/04/2021	Dec 2021
	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions				F	F	F	F	F		Apr 2022	Mar 2023
	FBC7: Calderside Academy				F	F	F	F	F		01/05/2021	Aug 2024
19c. Community Growth Area - Larkhall											various	various
	Holy Cross High Extension				F	F	F	F	F		Feb 2022	Aug 2024
	Glengowan Primary School Extension				F	G	G	G	A		26/11/2020	Aug 2021
	Larkhall Nursery Extension				F	G	G	G	A		26/11/2020	Aug 2021
	Merryton Roundabout & Link Road				F	F	F	F	F		Feb 2022	Aug 2023
	A72 Lanark Road / M74 Signalisation				F	G	G	G	A		01/03/2021	Dec 2021
	M74 Works				F	F	F	F	F		Apr 2023	Jun 2024
	Community Facility				F	F	F	F	F		Feb 2022	Oct 2023
19d. Community Growth Area - East Kilbride		C	C								various	various

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	Realisation	FBC dates	End of construction
	Park and Ride Facility - Hairmyres				F	F	F	F	F		Apr 2023	Mar 2024
	New Primary School (Phase 1) - Jackton				F	G	A	G	A		21/05/2020	Aug 2021
West Dunbartonshire Council												
20. Exxon Site Development Project		C	C	C	F	G	A	G	A		26/11/2020	Jun 2023
Regional Projects												
21. Airport Access (Regional Project)		C	C	F	F	A	A	G	G		Dec 2022	Oct 2025
INNOVATION PROGRAMME												
	ICE - Imaging Centre of Excellence	n/a	n/a		C	C	C	C	G		17/03/2015	complete
	Medicity	n/a	n/a		C	C	C	C	G		17/03/2015	complete
	Tontine	n/a	n/a		C	C	C	C	G		15/10/2015	complete
SKILLS & EMPLOYMENT PROGRAMME												
	Working Matters (Successor Programme)	n/a	n/a		C	A	G	A	G		12/04/2016	n/a
	In Work Progression	n/a	n/a		C	C	C	C	C		12/04/2016	n/a
	Youth Gateway Guarantee	n/a	n/a		C	C	C	C	C		06/06/2017	n/a

## Appendix 2: CHANGE CONTROL REQUESTS

Member Authority	Main Project	Sub Project	Last Approved Construction End DATE	NEW Proposed Construction End Date	variance to Last Approved Construction End DATE [Years]	Construction End Date following Change Control approval
EDC/SPT	1. Place and Growth Programme		02/12/2025			2 Dec 2025
EDC/SPT	1. Place and Growth Programme	Bishopbriggs Relief Road/Westerhill Masterplan - BRR5/ Westerhill				
EDC/SPT	1. Place and Growth Programme	A803 Sustainable Travel Corridor				
EDC/SPT	1. Place and Growth Programme	Bishopbriggs Town Centre Regeneration – Public Realm/ Business Incubation Space				
ERC	2. M77 Strategic Corridor	Levern Works	01/08/2016			Aug 2016
ERC	2. M77 Strategic Corridor	Business Boost	01/03/2019			Mar 2019
ERC	2. M77 Strategic Corridor	Aurs Road Realignment	30/04/2021	31/03/2023	1 years,11 months,1 days	Mar 2023
ERC	2. M77 Strategic Corridor	Balgraystone Road	01/04/2020			Apr 2020
ERC	2. M77 Strategic Corridor	New Railway Station and allied works	01/08/2021	31/01/2025	3 years,5 months,30 days	Jan 2025
ERC	2. M77 Strategic Corridor	Levern Valley Link	01/11/2025			Nov 2025
ERC	2. M77 Strategic Corridor	Dams to Darnley Visitor Facilities	01/04/2022	01/04/2024	2 years,0 months,0 days	Apr 2024
GCC	2. Canal and North Gateway	FBC1: Sighthill: Remediation (Contract 1)	09/11/2017			9 Nov 2017
GCC	2. Canal and North Gateway	FBC 2: Sighthill Remediation (Contract 2)	20/01/2020			20 Jan 2020
GCC	2. Canal and North Gateway	FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill	01/07/2019			Jul 2019
GCC	2. Canal and North Gateway	FBC4: NGIWMS	07/06/2019			7 Jun 2019
GCC	2. Canal and North Gateway	NGIWMS: Cowlairs Link	10/07/2021	01/05/2022	0 years,9 months,21 days	1 May 2022
GCC	2. Canal and North Gateway	FBC 5: North Canal Bank Street / Landscape Link	01/04/2020			1 Apr 2020
GCC	2. Canal and North Gateway	FBC 7: Sighthill M8 Pedestrian Bridge	12/09/2021			12 Sep 2021
GCC	2. Canal and North Gateway	FBC 6: Speirs Lock: Garscube Toll & Links	23/07/2020			23 Jul 2020
GCC	2. Canal and North Gateway	Port Dundas: Dobbies Loan	13/05/2021	15/08/2023	2 years,3 months,2 days	15 Aug 2023
GCC	2. Canal and North Gateway	Port Dundas: Pinkston Access and Remediation	14/09/2021	19/08/2023	1 years,11 months,5 days	19 Aug 2023
GCC	2. Canal and North Gateway	Cowlairs: Remediation & Servicing	14/03/2022	01/08/2023	1 years,4 months,18 days	1 Aug 2023
GCC	4. Collegelands Calton Barras	Improving Public Transport: High St Station	25/02/2021	25/09/2023	2 years,7 months,0 days	25 Sep 2023
GCC	4. Collegelands Calton Barras	Meat Market Roads and Infrastructure	28/02/2021	14/08/2022	1 years,5 months,17 days	14 Aug 2022
GCC	4. Collegelands Calton Barras	FBC 2: Meat Market Site Remediation	17/10/2019			17 Oct 2019
GCC	4. Collegelands Calton Barras	CBAP: Development Deficit Grant Scheme	31/01/2022	01/09/2023	1 years,7 months,1 days	1 Sep 2023
GCC	4. Collegelands Calton Barras	FBC 3: Junction Improvements	18/04/2020			18 Apr 2020
GCC	4. Collegelands Calton Barras	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1	01/07/2018			Jul 2018
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	FBC1: Sauchiehall Street West Phase 1	01/05/2019			May 2019
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block A - Argyle St West (M8-Hope Street)	21/04/2022	31/10/2023	1 years,6 months,10 days	31 Oct 2023
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block A - Argyle St East (Hope Street-Glasgow Cross)	21/09/2022	31/01/2026	3 years,4 months,10 days	31 Jan 2026
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block A - St Enoch's Square - Dixon Street	21/09/2022	31/01/2026	3 years,4 months,10 days	31 Jan 2026
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block A - Bath Street East-Cathedral Street	21/02/2023	01/12/2026	3 years,9 months,10 days	1 Dec 2026
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block A - Kyle Street - North Hanover Street	21/02/2023	30/11/2023	0 years,9 months,9 days	30 Nov 2023
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block A - The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)	22/09/2021	30/06/2023	1 years,9 months,8 days	30 Jun 2023
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block A - Sauchiehall Street Precinct	22/11/2021	30/06/2023	1 years,7 months,8 days	30 Jun 2023
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block B - Holland Street/Pitt St	24/06/2022	31/08/2023	1 years,2 months,7 days	31 Aug 2023
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block B - Elmbank Street & Elmbank Crescent	24/06/2022	30/11/2026	4 years,5 months,6 days	30 Nov 2026
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block B - Glassford Street/Stockwell Street	23/10/2022	31/01/2028	5 years,3 months,8 days	31 Jan 2028
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block B - Broomielaw/Clyde Street	21/09/2023	01/10/2028	5 years,0 months,10 days	1 Oct 2028
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block C - Hope Street	23/12/2023	29/12/2028	5 years,0 months,6 days	29 Dec 2028
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block C - International Financial Services District	20/05/2024	29/12/2028	4 years,7 months,9 days	29 Dec 2028
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block C - St Vincent Street	24/05/2024	31/10/2028	4y 5m	31 Oct 2028
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block C - John Street	20/04/2024	31/03/2025	0 years,11 months,11 days	31 Mar 2025
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Block C - George Street	20/11/2024	29/12/2028	4y 1m	29 Dec 2028
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	Intelligent Street Lighting	16/06/2019			16 Jun 2019
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	FBC 1: Camlachie Burn	05/07/2019			5 Jul 2019
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	FBC 2: Cardowan Surface Water Management Plan (SWMP)	03/09/2019			3 Sep 2019
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	FBC 4: South East Glasgow SWMP	21/03/2022			21 Mar 2022
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	FBC 3: Hillington/Cardonald SWMP- Phase 1 Moss Heights/Halfway Community Park	03/05/2019			3 May 2019
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	Hillington/Cardonald SWMP - Ph 2	09/05/2021	01/11/2021	0 years,5 months,23 days	Nov 2021
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	Hillington/Cardonald SWMP - Ph 3	09/05/2021	01/07/2022	1 years,1 months,22 days	Jul 2022
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	FBC 5: Garrowhill/Ballicreston SWMP	07/11/2022			7 Nov 2022
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	Drumchapel SWMP	05/03/2021			5 Mar 2021
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	Cockenzie St SWMP	03/01/2023	01/03/2022	-0 years,10 months,2	Mar 2022

Member Authority	Main Project	Sub Project	Last Approved Construction End DATE	NEW Proposed Construction End Date	variance to Last Approved Construction End DATE [Years]	Construction End Date following Change Control approval
					days	
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	Fullerton Avenue SWMP	03/01/2023	01/03/2023	0 years,1 months,26 days	Mar 2023
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	Eastern Springburn SWMP	03/01/2023	01/02/2022	-0 years,11 months,2 days	Feb 2022
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership	High Knightswood/Netherton SWMP	03/01/2023	01/11/2022	-0 years,2 months,2 days	Nov 2022
GCC	7. Clyde Waterfront West End Innovation Quarter	Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm	25/01/2022	01/04/2023	1 years,2 months,7 days	1 Apr 2023
GCC	7. Clyde Waterfront West End Innovation Quarter	Develop. Econ. Role of GU - University Avenue and Campus Connections	30/01/2023	09/04/2024	1 years,2 months,10 days	9 Apr 2024
GCC	7. Clyde Waterfront West End Innovation Quarter	Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge	18/11/2021	09/11/2023	1 years,11 months,22 days	9 Nov 2023
GCC	7. Clyde Waterfront West End Innovation Quarter	Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link	18/05/2023	26/09/2024	1 years,4 months,8 days	26 Sep 2024
GCC	7. Clyde Waterfront West End Innovation Quarter	Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link	19/05/2022	12/05/2023	0 years,11 months,23 days	12 May 2023
GCC	7. Clyde Waterfront West End Innovation Quarter	Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge	18/05/2023	03/10/2024	1 years,4 months,15 days	3 Oct 2024
GCC	7. Clyde Waterfront West End Innovation Quarter	Investing in the Strategic Road Network to Unlock Development (M8 Jct19)	22/06/2023	22/02/2024	0 years,8 months,0 days	22 Feb 2024
GCC	7. Clyde Waterfront West End Innovation Quarter	Develop. Econ. Role of Queen Elizabeth University Hospital (QEUH) and Adjacencies - Development Deficit Funding 1	17/02/2022	27/12/2023	1 years,10 months,10 days	27 Dec 2023
GCC	7. Clyde Waterfront West End Innovation Quarter	Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 2	04/08/2022	14/08/2023	1 years,0 months,10 days	14 Aug 2023
GCC	7. Clyde Waterfront West End Innovation Quarter	Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3	29/01/2022	27/12/2023	1 years,10 months,28 days	27 Dec 2023
GCC	7. Clyde Waterfront West End Innovation Quarter	Developing the Economic Role of QEUH and Adjacencies - Access Improvements	10/03/2022	27/12/2023	1 years,9 months,17 days	27 Dec 2023
GCC	7. Clyde Waterfront West End Innovation Quarter	Developing the Economic Role of Yorkhill Hospital Site	21/10/2021	15/08/2024	2 years,9 months,25 days	15 Aug 2024
GCC	7. Clyde Waterfront West End Innovation Quarter	FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South)	22/04/2019			22 Apr 2019
GCC	7. Clyde Waterfront West End Innovation Quarter	CGAP Development Deficit Funding – Commercial Floorspace 1	03/02/2022			3 Feb 2022
GCC	7. Clyde Waterfront West End Innovation Quarter	FBC 2: CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor)	18/06/2020			18 Jun 2020
GCC	7. Clyde Waterfront West End Innovation Quarter	Access and Integrity of Waterfront The Briggait/Lancefield Quay	23/09/2021	11/11/2024	3 years,1 months,19 days	11 Nov 2024
GCC	7. Clyde Waterfront West End Innovation Quarter	Access and Integrity of Waterfront - Yorkhill Quay	21/10/2021	09/05/2024	2 years,6 months,18 days	9 May 2024
GCC	7. Clyde Waterfront West End Innovation Quarter	Access and Integrity of Waterfront - Windmillcroft Quay	23/09/2021	27/06/2023	1 years,9 months,4 days	27 Jun 2023
GCC	7. Clyde Waterfront West End Innovation Quarter	Access and Integrity of Waterfront - SEC - Active Travel	20/04/2023	10/04/2025	1 years,11 months,21 days	10 Apr 2025
GCC	7. Clyde Waterfront West End Innovation Quarter	Access and Integrity of Waterfront - Custom House Quay	21/12/2023	31/03/2025	1 years,3 months,10 days	31 Mar 2025
GCC	7. Clyde Waterfront West End Innovation Quarter	Access and Integrity of Waterfront - Calton Place	20/12/2023	31/03/2025	1 years,3 months,11 days	31 Mar 2025
GCC	7. Clyde Waterfront West End Innovation Quarter	Access and Integrity of Waterfront - Tradeston Phase 1	23/09/2021	21/11/2021	0 years,1 months,29 days	21 Nov 2021
GCC	7. Clyde Waterfront West End Innovation Quarter	Access and Integrity of Waterfront - Tradeston Phase 2	TBC			TBC
GCC	7. Clyde Waterfront West End Innovation Quarter	Access and Integrity of Waterfront - Govan Graving Docks	20/05/2021	25/04/2024	2 years,11 months,5 days	25 Apr 2024
GCC	7. Clyde Waterfront West End Innovation Quarter	Improving Connectivity between GU and QEUH - Govan-Partick Bridge	09/09/2021	03/04/2023	1 years,6 months,25 days	3 Apr 2023
GCC	7. Clyde Waterfront West End Innovation Quarter	Improving Connectivity between GU and QEUH - Active Travel Route (North)	01/10/2020			Oct 2020
GCC	7. Clyde Waterfront West End Innovation Quarter	Improving Connectivity between GU and QEUH- Active Travel Route (South)	21/08/2021	27/12/2023	2 years,4 months,6 days	27 Dec 2023
IC	8. Inchgreen		01/03/2022	01/03/2022	0 years,0 months,0 days	Mar 2022
IC	9. Ocean Terminal	Marine Works	01/03/2020			Mar 2020
IC	9. Ocean Terminal	Terminal Building	01/03/2021	01/04/2022	1 years,1 months,0 days	Apr 2022
IC	10. Inverkip		01/03/2021	01/02/2022	0 years,11 months,0 days	Feb 2022
NLC	11. A8 M8 Corridor Access Improvements	Eurocentral: Park & Ride/Share	01/12/2022	01/11/2023	0 years,11 months,0 days	Nov 2023
NLC	11. A8 M8 Corridor Access Improvements	Orchard Farm Roundabout	01/03/2021			Mar 2021
NLC	12. Gartcosh/Glenboig Community Growth Area	Glenboig Link Road - FBC 1	01/06/2018			Jun 2018
NLC	12. Gartcosh/Glenboig Community Growth Area	Glenboig Link Road - FBC 2	01/06/2018			Jun 2018
NLC	13. Pan Lanarkshire Orbital Transport Corridor		various			various
NLC	13. Pan Lanarkshire Orbital Transport Corridor	RIA - FBC WCML Crossing	01/03/2023			Mar 2023
NLC	13. Pan Lanarkshire Orbital Transport Corridor	RIA - New Dual Carriageway Rav to Motherwell	01/06/2025			Jun 2025
NLC	13. Pan Lanarkshire Orbital Transport Corridor	RIA - Dualing of A723 Rav to M8	01/12/2025			Dec 2025
NLC	13. Pan Lanarkshire Orbital Transport Corridor	RIA - Dualing of Airbles Road and Jnct improvements	01/12/2025			Dec 2025
NLC	13. Pan Lanarkshire Orbital Transport Corridor	East Airdrie Link Road	01/09/2026			Sep 2026
NLC	13. Pan Lanarkshire Orbital Transport Corridor	Motherwell Town Centre Interchange	01/03/2022			Mar 2022
RC	14. Clyde Waterfront and Renfrew Riverside (CWRR)		01/09/2023			Sep 2023
RC	15. Glasgow Airport Investment Area (GAIA)		01/05/2021			May 2021

Member Authority	Main Project	Sub Project	Last Approved Construction End DATE	NEW Proposed Construction End Date	variance to Last Approved Construction End DATE [Years]	Construction End Date following Change Control approval
SLC	16. Cathkin Relief Road		02/01/2017			2 Jan 2017
SLC	17. Greenhills Road		01/07/2020	01/02/2021	0 years,7 months,0 days	Feb 2021
SLC	18. Stewartfield Way Transport Capacity		01/05/2026			May 2026
SLC	19a. Community Growth Area (GCA) - Newton	Newton CGA Park and Ride	01/12/2017			Dec 2017
SLC	19a. Community Growth Area (GCA) - Newton	Newton Farm Primary School	01/08/2017			Aug 2017
SLC	19a. Community Growth Area (GCA) - Newton	Westburn Roundabout	01/09/2019			Sep 2019
SLC	19a. Community Growth Area (GCA) - Newton	Sustainable Transport Intervention	01/12/2022			Dec 2022
SLC	19b. Community Growth Area - Hamilton	FBC1: Woodhead Primary School Extension	01/08/2019			Aug 2019
SLC	19b. Community Growth Area - Hamilton	FBC2: Highstonehall Road Upgrade Works	01/04/2019			Apr 2019
SLC	19b. Community Growth Area - Hamilton	FBC3: Woodfoot Road Transport Corridor Improvements	01/12/2019			Dec 2019
SLC	19b. Community Growth Area - Hamilton	FBC4: Woodfoot Road/Wellhall Road Junction	01/12/2021	01/06/2022	0 years,6 months,0 days	Jun 2022
SLC	19b. Community Growth Area - Hamilton	FBC5: Wellhall Road/Hillhouse Road Junction	01/12/2021	01/06/2022	0 years,6 months,0 days	Jun 2022
SLC	19b. Community Growth Area - Hamilton	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions	01/03/2023			Mar 2023
SLC	19b. Community Growth Area - Hamilton	FBC7: Calderside Academy	01/08/2024			Aug 2024
SLC	19c. Community Growth Area - Larkhall	Holy Cross High Extension	01/08/2024			Aug 2024
SLC	19c. Community Growth Area - Larkhall	Glengowan Primary School Extension	01/08/2021	01/02/2022	0 years,6 months,0 days	Feb 2022
SLC	19c. Community Growth Area - Larkhall	Larkhall Nursery Extension	01/08/2021			Aug 2021
SLC	19c. Community Growth Area - Larkhall	Merryton Roundabout & Link Road	01/08/2023			Aug 2023
SLC	19c. Community Growth Area - Larkhall	A72 Lanark Road / M74 Signalisation	01/12/2021	01/03/2022	0 years,3 months,0 days	Mar 2022
SLC	19c. Community Growth Area - Larkhall	M74 Works	01/06/2024			Jun 2024
SLC	19c. Community Growth Area - Larkhall	Community Facility	01/10/2023			Oct 2023
SLC	19d. Community Growth Area - East Kilbride	Park and Ride Facility - Hairmyres	01/03/2024			Mar 2024
SLC	19d. Community Growth Area - East Kilbride	New Primary School (Phase 1) - Jackton	01/08/2021	01/07/2023	1 years,11 months,0 days	Jul 2023
WDC	20. Exxon Site Development Project		01/06/2023	01/06/2025	2 years,0 months,0 days	Jun 2025
Regional Project	21. Airport Access (Regional Project)		01/10/2025			Oct 2025

### Appendix 3: PROGRAMME RISK REGISTER

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

Glasgow City Region City Deal PROGRAMME RISK REGISTER - Programme Director Kevin Rush – Date updated: 11/11/2020

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported <sup>ii</sup>	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement in period
rsk 0009	24/01/2020	Open	Financial / reputational /economic	Deal GVA and Jobs targets not achieved	RISK: Programme GVA and Jobs targets not achieved / Benefit Cost Ratio reduced CAUSE: Cumulative impact of changes to individual projects' costs (due to inflation/interest rates etc.)/timelines including projects delivery extending beyond 2025 which economic case was modelled upon / operational job requirements reduced due to increasing trend for automation. Potential increased project costs and reduced benefits resulting from impacts of Covid-19 on Project delivery and global macroeconomy. EFFECT: reduced grant due to failure to meet Deal Payment by Results targets	A.	PMO-Assistant Head	PMO-Legacy Manager	5	4	20	Very High	Treat	Member Authorities (MAs) continue to liaise with their contractors to agree remedial actions to mitigate potential cost/time increases for individual Projects resulting from the first phase of Covid-19 disruption throughout Spring and Summer 2020. Individual projects have now provided initial estimates of Covid Impact to their project/programme timescales and have submitted associated Change Control Requests. <b><i>While project timescales are to be impacted, at this stage, project scope remains unchanged meaning benefits realisation will be delayed, but should be realised. All revised project timescales will be included within refreshed Programme Business Case 2020 for review by Cabinet in February 2021.</i></b> Four-weekly monitoring of change in scope/timelines and finances of individual Projects continues to be monitored and reported to CEG. Flexibility regarding programme outcomes sought from governments in written submission to the Scottish Deals Delivery Board. The emerging Programme Business Case 2020 will re discussed at the Annual Conversation in December 2020.	4	3	12	High	09/11/2020	↔
rsk 0013	06/04/2020	Open	Procurement	Supplier ability to deliver community benefits committed in City Deal contracts.	RISK: Failure of suppliers to deliver community benefits committed within City Deal contracts. CAUSE: Covid-19 lock-down resulting in temporary closure of construction businesses and schools/colleges providing Community Benefit beneficiaries (e.g. apprentices, work experience candidates) EFFECT: Inability of suppliers to deliver some community benefits committed within their contracts.	F.	PMO-Assistant Head	PMO-Legacy Manager	3	4	12	High	Treat	Member Authorities are liaising directly with contractors regarding any required contract variations including changes to community benefit delivery. PMO is liaising with MAs to monitor status of active City Deal Apprentices. <b><i>Improved reporting functionality that provides the ability to monitor the status of each individual community benefit shows that 2 benefits were delayed and 16 substituted within the reporting period for Q2 2020/21 and reflects the early impacts of Covid 19 on delivery and how this is being managed by MAs. Individual MAs and Community Benefit Support Group (CBSG) are engaging with Gateway Shared Services to deliver education based community benefits virtually and are considering how remote benefits can be opened up and made available across the region.</i></b>	4	3	12	High	09/11/2020	↔
rsk 0003	14/11/2017	Open moved from Issue Log (is_0013)	Professional	Submission of Incomplete Business Cases by MAs	<b><i>RISK: Impact on project delivery</i></b> <b><i>CAUSE: Some business cases are submitted to the PMO by MAs either late and/or incomplete. This causes a significant challenge to the PMO in appraising the Business Case within the timescale and potentially compromises the quality of the appraisal and the recommendation made to CEG and Cabinet.</i></b> <b><i>EFFECT: The submission of late and/or incomplete business compromises the business case approval process and the outsourcing of reviewers to form the appraisal team. .</i></b>	N/A	PMO-Assistant Head	PMO - Programme Mgr	5	4	20	Very High		<b><i>MAs should submit a business case that has been reviewed and approved by their MA Project Sponsor and meet the agreed business case submission timescales, and the document submitted should be the complete version. Additional guidance on business case submission process has been included within the Programme Management Toolkit. Audit of compliance with business case submissions completed and approved at 02/06/2020 Cabinet. One follow-up action from the Audit successfully completed with second action due for completion before the end of October 2020. Scheme of Delegation approved by CEG and Cabinet in August 2020 giving permission for Director of Regional Economic Growth to approve compliant FBCs below £4.5m which are aligned to approved OBC</i></b>	4	3	12	High	12/11/2020	n/a
rsk 0006	03/04/2020	Open moved from Issue Log (is_0013)	Finance, Economic	Business impacts due to International Trade	<b><i>RISK: Impact of Brexit and Covid-19 on construction sector</i></b> <b><i>CAUSE: construction material not readily available due to additional entry barriers. Supply of materials has started to be affected by the effect of Covid-19.</i></b> <b><i>EFFECT: Potential increased construction costs, project delay, reduced labour availability, increased inflation and currency exchange rates, increase CO2 emission in transport if not sourced locally.</i></b>	N/A	PMO-Assistant Head	PMO-Assistant Head	3	5	15	Very High		<b><i>Project Business Cases are developed with optimism bias and contingency allowances. Ongoing four-weekly financial monitoring of Project delivery/finances. Project Managers are seeking alternative suppliers. Project recovery plans have been submitted allowing for reprogramming to address earlier Covid-related issues.</i></b>	2	5	10	High	11/11/2020	n/a
rsk 0001	24/01/2020	Open	Finance	Programme Underspend Against Projections	RISK: Programme does not meet forecasted spending profile set out within the annual forecast submitted to Scottish Government as required by the Grant Letter. CAUSE: Programme delay due to Member Authorities (MAs) failing to deliver projects and spend as planned as a result of delays due for	N/A	PMO-Assistant Head	PMO-Finance Manager	4	3	12	High	Treat	Individual projects <b><i>have reported</i></b> required Change Controls resulting from Covid Impact to the PMO. <b><i>Change Controls to be approved subject to reprofiling of expenditure being provided with 2021/22 Q4 returns.</i></b> Requested and received updated quarterly and annual projections of spend for 2020/21 from MAs and this has been reviewed by FSG and provided to Scottish Government. Spend to Q2 2020/21 is £21m and the original projected spend of £72m is far in excess of the £30m grant due in 2020/21 and therefore any reduction in spend	3	3	9	Medium	09/11/2020	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported <sup>ii</sup>	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement in period
					example to Covid-19. EFFECT: Programme may underspend against grant receipt and impact upon release of future tranches of investment funding.									during the year is highly unlikely to result in spend this year being lower than the grant award of £30m.						
rsk 0010	24/01/2020	Open	Economic / financial	Attraction of follow-on investment	RISK: Failure to attract necessary follow on investment to deliver the economic benefits of the City Deal funded Projects. CAUSE: Poor economic conditions, socio-economic factors including depopulation may be a deterrent for investors in certain areas. The impacts of Covid-19 on the global macroeconomy may impact negatively on investor confidence/activity in the medium to long term. EFFECT: Projects fail to deliver the economic benefits and follow on private sector investments. Impact on Payment By Result targets	G.	PMO-Director of Regional Economic Growth	PMO-Legacy Manager	4	3	12	High	Transfer	The responsibility for securing follow on investment described in each of the OBCs lies with individual MAs. The Economic Delivery Group and Regional Partnership remits have been extended to support benefits realisation at a Programme level through the Benefits Dependencies Register, that will be presented to the Regional Partnership on <b>26/11/20</b> . Work has recommenced on the development of the Regional Investment Prospectus aimed at attracting private sector capital investment to City Deal sites. Portfolio working groups and partners addressing wider place-making and investor attractiveness via development of refreshed Regional Economic Strategy. The PMO continues to liaise with MAs as they review the impact on their projects of the Covid-19 pandemic and lockdown. No changes to planned investment have been reported in the Quarter 2 returns to the PMO.	4	2	8	Medium	09/11/2020	↔
rsk 0004	24/01/2020	Open	Financial	Alignment with new / emerging policies and investment programmes	RISK: Misalignment of City Deal objectives with emerging National, Regional and Local Strategies (i.e. Local Transport Strategies, Strategic Transport Projects Review (STPR2), Rail Investment Strategy etc.) investment plans (e.g. of public utilities) and Climate Change. CAUSE: Programme Assembly exercise undertaken in 2013/14 under differing policy priorities. Dependencies on other agencies not managed EFFECT: Reduced ability to access external funding aligned to new/emerging policy priorities and missed opportunities to leverage additional public/private sector investment.	G.	PMO-Assistant Head	PMO-Assistant Head	4	3	12	High	Treat	Government announcement in January 2020 of Clyde Mission, a new initiative of national importance which will include a number of City Deal projects within its geography. £10 million of funding for Clyde Mission projects announced in Summer 2020. New commitments from Cabinet to contribute to new / emerging policy priorities including Inclusive Growth and Tackling Poverty. Annual refreshing of the Programme Business Case to show policy alignment. Flexibility within the Programme Prioritisation Framework to respond to new priorities. Joint working between Infrastructure Portfolio Group and utilities to complement and support investment programmes. Programme Dependency Register will be used to identify and manage dependencies with other public/private sector agencies activity.	3	2	6	Medium	13/11/2020	↔
rsk 0007	24/01/2020	Open	Financial	Public Sector/Partner Funding Availability	RISK: Member Authority and Partner funding contributions do not materialise CAUSE: Pressures on public sector funding/expenditure, Covid-19 impacts on Member Authorities' Capital Programme budgets, increase in interest rates and borrowing costs MAs are seeking further clarity and assurance within Sustrans grant agreements on an number of matters including that all proposed project elements will qualify as eligible spend. EFFECT: Impact on Member Authorities' capital borrowing and revenue funding	G.	PMO-Director of Regional Economic Growth	PMO-Finance Manager	3	3	9	Medium	Treat	Member Authorities must receive local approval for their 14% funding contribution and their own Business Cases prior to submitting this to the GCR PMO for appraisal. Individual Member Authorities assess the priority of their proposed City Deal projects alongside their own wider capital investment programmes for their local area. Debt financing costs will be met from Member Authority resources and be in line with the Prudential Borrowing Code. Member Authorities' financial positions continue to be assessed via quarterly financial monitoring. Contract management boards have been established in a number of authorities to review and manage MA's financial impacts related to Covid 19. Member Authorities across the Region have escalated concerns regarding Sustrans funding to Transport Scotland via the Region's Transport and Connectivity Portfolio Group. Extended Project Status Reports to capture external funding sources for projects and this funding and associated spend is now also being reported to PMO by MAs and reviewed.	3	2	6	Medium	09/11/2020	↔
rsk 0012	24/01/2020	Open	Procurement	Lack of contractors/competition for contracts	RISK: Failure to secure interest in the Project from bidders and failure to retain bidders. CAUSE: Business failures due to Covid-19 may result in fewer bidders for future contracts and/or contractors' unwillingness to carry financial risk. EFFECT: Lack of competition leading to higher cost. Increased Project cost (impact on NPV), delay in Project delivery.	A.	PMO-Assistant Head	PMO-Communication Manager	3	3	9	Medium	Treat	Work is underway to develop a Capital Investment Plan for the City Region outlining regional partners' investment plans over next 5 years, providing confidence of pipeline for construction sector and information to engage with businesses on. During competitive dialogue reconsider scope, standards of works to meet budget constraints. Clarity of MAs affordability threshold shared with Bidders in early stages of the Project. Projects continue soft market testing through OBC to refine offering based on market feedback. Strong Project management, robust and affordable Project. Regional Sustainable Procurement Strategy being developed for February 2021 will include refreshed actions on business engagement.	3	2	6	Medium	09/11/2020	↔
rsk 0008	24/01/2020	Open	Socio-Political	Political and public support for City Deals / Growth Deals	RISK: Loss of political and/or public support for the City Deal CAUSE: Political decisions / change in policy priorities / local opposition to individual projects EFFECT: City Deal/Growth Deal Programme funding impacted / negative public perception of	G.	PMO-Director of Regional Economic Growth	PMO-Assistant Head	4	3	12	High	Treat	Gateway Review 1 approval letter received from governments. Maintain support for City Deal through ongoing communication with governments, key stakeholders and public regarding Deal benefits. Regular updates on Programme and Project progress are issued via media / social media. A Programme Communication, Marketing and	2	2	4	Low	09/11/2020	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported <sup>ii</sup>	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement in period
					Deal projects									Engagement Strategy in place & updated at September 2018. Forward plan of comms activity for key milestones. Progress and relevant matters including FOIs and journalist enquiries are raised / discussed at each GCR Comms Group and considered in relation to likely media interest, planned media releases and coverage. Annual Conversation confirmed for <b>December 2020</b> .						
rsk 0013	24/01/2020	Open	Environmental	Sustainability, efficient use of natural resources and Climate Change	RISK: Failure to address sustainability and efficient use of natural resources and Climate Change including failure to produce energy consumption savings and reducing emissions. CAUSE: MA not considering sustainable solutions and not including the relevant expertise in the design and delivery of the programme. EFFECT: MAs not fulfilling commitments to residents. Council fails to meet Carbon Reduction or Climate Change Targets.	D.	PMO-Assistant Head	PMO-Legacy Manager	3	2	6	Medium	Treat	Develop and implement more sustainable solutions in service delivery for the benefit of all. Sustainable Procurement Group now in place that is a collaborative partnership for strategic engagement and includes Scottish Government maximise inclusive growth, equalities and environmental benefits. The Cabinet approved a report on 11/8/20 for the PMO to start the development of a Sustainable Procurement Strategy and a workshop with partners took place on 13/8/20. The development of the Sustainable Procurement Strategy will align with the work on procurement being undertaken with the SG for the Community Wealth Building Action Plan, <b>and the ambitions of the Regional Recovery Plan</b> .	2	2	4	Low	09/11/2020	↔
rsk 0002	24/01/2020	Open	Finance	Green Book Compliance	RISK: Inadequate implementation of Green Book methodology resulting in challenges to Business Case approvals made by CEG/Cabinet CAUSE: MAs submitting non-compliant BCs and external consultancies/PMO failure to appraise BC in compliance with Green Book. EFFECT: Loss of grant, further work on business cases, requirement to re-assess and approve existing Projects.	N/A	PMO-Assistant Head	PMO-Finance Manager	4	3	12	High	Treat	OBC Augmentation Process completed with input from economic consultants. Guide to completing Economic Impact Assessments created by economic development consultants and included within Programme Management Toolkit. PMO continues to review business cases to ensure they comply with Green Book. Internal Audit completed a review of Business Cases appraisal process during 2019/20 with management improvements agreed and incorporated into PMO workplan.	3	1	3	Low	09/11/2020	↓
rsk 0005	24/01/2020	Open	Financial / reputational	Governance procedures are not fit for purpose	RISK: Governance processes and procedures are not fit for purpose resulting in non compliance with Grant Agreement conditions CAUSE: Assurance Framework not providing full coverage of all governance requirements. PMO/MAs not complying with Framework. EFFECT: Potential claw back of funding/negative audit reports.	N/A	PMO-Assistant Head	PMO-Assistant Head	4	3	12	High	Treat	Gateway One approval received May 2020. The updated Assurance Framework and Programme Business Case were approved by Cabinet on 8/10/19. The Programme Management Toolkit was approved in March 2020 with changes in monitoring and reporting implemented for Q1 2020/21. The City Region Programme Management Office report to CEG and Cabinet (i.e. the Quarterly Performance Report and the Interim Performance Report) now include updates on the progress with the Annual Implementation Plan (AIP) and the Regional Economic Strategy (RES).	2	1	2	Low	09/11/2020	↔

#### Appendix 4: PROGRAMME ISSUES LOG

Glasgow City Region City Deal PROGRAMME ISSUE LOG – Programme Director Kevin Rush – Date updated: 11/11/2020

Issue Ref:	Date Raised	Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholders	Target / Timescale	Priority	Status	Date Checked	Date Closed
is_0034	03/04/2020	Delivery	PMO-Director of Regional Economic Growth	PMO-Legacy Manager	Skills gaps and Labour Availability	Skills gaps and Labour Availability	ISSUE: Lack of appropriate skills and labour availability/capacity to deliver infrastructure Projects exacerbated in the short-term by Covid-19. CAUSE: Redeployment of staff (within Member Authorities)/furloughing of staff (contractors) and inability of staff/contractors to continue to work at full capacity due to limitations on access to required systems/software (finance, design, procurement) due to Covid-19 social distancing requirements. Potential impact of quarantine/new immigration policy on construction workforce. EFFECT: Projects not being delivered in the planned timescale and forecasted cost. Construction companies unable to meet timescale. Project commencement/completion delayed.	City Deal PMO and Member Authority PMOs have implemented their Business Continuity Plans to allow for home working. Construction activity has continued onsite following the reopening of sites. For ongoing skills requirement, City Deal PMO working to ascertain Programme skills requirements with further and higher education institutions via the Skills and Employment Portfolio Group managed by the Senior Portfolio Development officer who will link in with the PMO. PMO will collate the latest project milestones and finance data from Member Authorities' Q2 2020 returns to be used to calculate skills requirements - this data will be provided reflecting any revisions to the Programme caused by the Covid-19 pandemic. The intention is for the Intelligence Hub to lead on calculating the data through using the Construction Industry Training Board (CITB) Labour Forecasting Tool. Tool demonstration provided to Hub in June 2020. The PMO met with CITB on 24/9/20 to progress the proposal to access the forecasting tool. A proposal <b>has been</b> submitted to the PMO by CITB.	PMO / MA	Mar-21	Medium	Open	09/11/2020	
is_0036	10/09/2020	Delivery	PMO-Director of Regional Economic Growth	PMO-Assistant Head	Regional Partner support to City Deal Projects	Programme delay due to Regional Partners (including Scottish Enterprise / Transport Scotland) failing to engage with City Deal projects in a timeous manner in order to provide required decisions and to implement their actions.	ISSUE: Regional Partners failing to engage with/provide required support to City Deal Projects CAUSE: Redeployment of staff within Partner organisations to address Covid response. EFFECT: Potential increased construction costs, project delay, failure to meet targeted benefits	Issue raised with UK and Scottish Governments at Programme Liaison Group meeting 11/09/2020. One project-level issue regarding late input from Transport Scotland to STAG 2 scoping paper has been resolved in period. Scottish Enterprise has reconvened working group to oversee the development of the Glasgow Region Investment Plan which will help to promote City Deal projects. GCR PMO notified Scottish Government in May's Flexibility Paper that national agencies support was vital to ensure successful project delivery. Assurance provided SG recognised need for ongoing focus on City Deal projects.	PMO / MA / Regional Partnership	Dec-20	Medium	Open	09/11/2020	
<b>ISSUES CLOSED IN PERIOD</b>														
is_0033	03/04/2020	Finance, Economic	PMO-Director of Regional Economic Growth	PMO-Assistant Head	Business impacts due to International Trade	Business impacts due to International Trade	ISSUE: Impact of Brexit and Covid-19 on construction sector CAUSE: construction material not readily available due to additional entry barriers. Supply of materials has started to be affected by the effect of Covid-19. EFFECT: Potential increased construction costs, project delay, reduced labour availability, increased inflation and currency exchange rates, increase CO <sub>2</sub> emission in transport if not sourced locally.	Project Business Cases are developed with optimism bias and contingency allowances. Ongoing four-weekly financial monitoring of Project delivery/finances. Project Managers are seeking alternative suppliers. Project recovery plans have been submitted allowing for reprogramming to address earlier Covid-related issues.	PMO / MA	Mar-21	Medium	Closed	09/11/2020	13/11/2020 (moved to Riks Register)
is_0013	14/11/2017	Professional	MA	PMO - Programme Mgr	Submission of Incomplete Business Cases by MAs	Member Authorities submitting late and incomplete fragmented Business Cases to the PMO for appraisal.	Some business cases are submitted to the PMO by MAs either late and/or incomplete. This causes a significant challenge to the PMO in appraising the Business Case within the timescale and potentially compromises the quality of the appraisal and the recommendation made to CEG and Cabinet. The submission of late and/or incomplete business compromises the business case approval process and the outsourcing of reviewers to form the appraisal team.	MAs should submit a business case that has been reviewed and approved by their MA Project Sponsor and meet the agreed business case submission timescales, and the document submitted should be the complete version. Additional guidance on business case submission process has been included within the Programme Management Toolkit. Audit of compliance with business case submissions completed and approved at 02/06/2020 Cabinet. One follow-up action from the Audit successfully completed with second action due for completion before the end of October 2020. Scheme of Delegation approved by CEG and Cabinet in August 2020 giving permission for Director of Regional Economic Growth to approve compliant FBCs below £4.5m which are aligned to approved OBC.	PMO / MA	Mar-21	Low	Closed	09/11/2020	13/11/2020 (moved to Riks Register)
is_0035	09/04/2020	Delivery / Finance	PMO-Assistant Head	PMO-Assistant Head	Business Case (BC) Approvals	Businesses Cases Delay	ISSUE :Delay in development and approval of Businesses Cases CAUSE: MAs failing to meet business case submission timescales. Covid-19 impacting on Member Authorities PMO resources to develop business cases. EFFECT: Potential delay to Project delivery and impact to milestone achievement resulting in potential reduction in realisation of benefits. Inability for PMO to resource plan for business case appraisals.	Business Case submissions now restarted following gap during Summer 2020. Revised schedule for business case submissions has been provided by MAs with their Q2 returns. Guidance on Economic Impact Assessment development issued to MA's. Ongoing programme of Green Book training for PMO and MA staff (latest 8/10/19). Member Authorities provide PMO with a schedule of Business Case submission. MAs self assess against Appraisal Template prior to submission to PMO for appraisal. Business Continuity procedures have been implemented across all the MAs. Projects have been requested to develop recovery plans to set updated schedules for submission of business cases. Scheme of Delegation approved by CEG and Cabinet in August 2020 giving permission for Director of Regional Economic Growth to approve compliant FBCs below £4.5m which are aligned to approved OBC improving PMO capacity to review FBCs outwith CEG cycle.	PMO / MA	Mar-21	Low	Closed	10/11/2020	13/11/2020

**Appendix 5: ANNUAL IMPLEMENTATION PLAN 2020/21 MONITORING (RAG Status Definitions In Endnotes)**

Ref	Theme	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
1.0	Legal & Proc.t	Continue to deliver existing City Deal Community Benefit Strategy and Procurement Strategies	Community Benefit and Procurement Support Group	Ongoing		The existing Community Benefit and Procurement Strategies continue to be delivered whilst the PMO develops an initial draft Regional Sustainable Procurement Strategy for consultation.	Green	06/11/2020
2.0	Legal & Proc.t	Work collaboratively to support delivery / make a contribution to; Equality, Inclusive Growth and Community Wealth Building Outcomes.	Sustainable Procurement Group / Legacy and Evaluation Manager	Ongoing		<b><i>The CEG approved a report from the Scottish Government on 28/10/20 setting out an approach to progress an approach for CWG in GCR which focuses on the progressive use of procurement, especially in relation to construction, and the socially just use of land, with a focus on V&amp;DL.</i></b>	Green	09/11/2020
3.0	Legal & Proc.t	Create a Sustainable Procurement Strategy replacing the City Deal Community Benefit and Procurement Strategies	Sustainable Procurement Group / Legacy and Evaluation Manager	Feb-21		A workshop with relevant stakeholders took place on 13/8/20 to identify strategic objectives. Work is ongoing to develop the draft Strategy by December 2020. The PMO is now drafting an initial skeleton structure for the new strategy ahead of business engagement. It is proposed that the timescale for developing the Sustainable Procurement Strategy is extended in order to align with the work being undertaken by the SG to assist in the development of a GCR CWB Action Plan (see Action 2 above). It is anticipated that the Sustainable Procurement Strategy will go to Cabinet in February 2021.	Green	09/11/2020
4.0	Com. Benefits	Monitoring & Reporting Community Benefit and reporting Contract Awards: Ensure Compliance with Governance and Programme Framework for Community Benefits	Legacy Officer	Quarterly Reports		The PMO has offered support to meet contract and Community Benefit reporting requirements. All MAs were provided with Cenefits contract and benefit download reports (as of 1st September 2020) with areas for update highlighted and a request that incomplete / missing information be added. Of the 7 MAs who have awarded City Deal contracts only 4 have updated Cenefits system for Contracts and /or Community Benefits and have provided reporting information therefor the status of the action has moved to RED. <b><i>The PMO will continue to engage and offer support to those 3 MAs (IVC, SLC, WDC) that did not completed Section F.2 of the PSR for contracts and community benefits for Q2 2020/21.</i></b>	Red	06/11/2020
5.0	Com. Benefits	Continue to build on existing good practice across the eight local authorities, ensuring a consistent and collaborative approach to community benefits and maximising opportunities and benefits for residents and businesses.	Legacy Officer	Ongoing		The refreshed GCR City Deal Buyers Guide was issued to the CBSG at their meeting in June 2020 for roll out. The Buyers Guide is a 'Single Point of Reference' that includes guidance and processes to be applied by all MAS to facilitate a consistent and collaborative approach based on lessons learned and good practice. Status remains at Amber as contract and community benefit information contained within Cenefits system has not been updated by some MAs since Q4 1920/20 meaning figures reported only demonstrate the application of good practice by 4 of the 7 MAs with City Deal contracts (EDC Future). <b><i>The Suppliers Guide was issued to MAs at the CBSG meeting on 7th October 2020.</i></b>	Amber	06/11/2020
6.0	Com. Benefits	Refresh GCR City Deal Guidance Documentation to reflect Sustainable Procurement Strategy	Legacy Officer	Dec-20	Feb-21	Action once Regional Sustainable Procurement Strategy 2021 - 2026 has been finalised. <b><i>In order to link with the work being undertaken by the Scottish Government to support the development of the GCR CWB Action Plan, the Sustainable Procurement Strategy will be taken to the February Cabinet for approval.</i></b>	Future	10/11/2020
7.0	Com. Benefits	Implement changes to reflect refreshed Buyers' and Suppliers' Guidance	Legacy Officer	Mar-21		The recently refreshed Buyers Guide has been issued for roll out and the associated refreshed Suppliers Guide has been circulated to CBSG and PSG for roll out who have been advised that feedback from suppliers for use of the document is welcomed. Status has moved to Amber until monitoring and reporting data provided <b><i>via Section F.2 of the PSR</i></b> reflects that the processes set out within the refreshed Buyers Guide have been implemented by all of those MAs who have awarded City Deal contracts.	Amber	06/11/2020
8.0	Com. Benefits	Cenefits Contract Management & Procurement Review	Legacy Officer	Apr-21		The next Cenefits Contract Review 3 meeting is scheduled to take place on 17/11/2020.	Green	10/11/2020
9.0	Com. Benefits	Complete Cenefits Data Protection Impact Assessment	Legacy Officer	Aug-20	Dec-20	The PMO met with Glasgow's Head of Information & Data Protection Officer on the 18th of September 2020 for support with the Cenefits DPIA. The PMO are awaiting feedback on an initial draft DPIA that was drafted in 2019 and will progress the DPIA once guidance on the draft has been provide as agreed. Status remains at Amber until some progress has been made.	Amber	06/11/2020
10.0	Com. Benefits	Lead CBSG to oversee pilot implementation	Legacy Officer	Apr-21		There is a now a gap between some MAs who have implemented processes set out within the Buyers Guidance (ERC, GCC, NLC, RC) and some MAs where it is less clear that processes are being adopted (IVC, SLC, WDC). This is reflected by the information contained within Cenefits system that shows that for some MAs the data in the system may not been updated since before the end of Q4 1920/20 and a completed Section F.2 of the PSR has not been provided for Qs1 and 2 of 2020/21 to report their contract and benefit outcomes. Given there only remains a little over 6 months within the current pilot lifetime the <b><i>pilot remains at a Red RAG status until all MAs are meeting the minimum requirements of the pilot.</i></b>	Red	06/11/2020
11.0	Com. Benefits	Implement findings of the interim report for Review of Pilot.	Legacy Officer	Jul-20		The PMO is engaging with the Intelligence Hub for a second review report for the Cenefits system to be valuable and include clear recommendations. <b><i>An interim progress report / dashboard that set out the current position of each MA for implementation of the core elements of the pilot was provided to LOG to consider at their meeting on 26th October in order to give all MAs the opportunity to utilise the core elements of Cenefits to provide meaningful input to the second review report.</i></b>	Green	06/11/2020
12.0	Com. Benefits	Preparation to implement outcome of the Pilot to inform the decision as to Cenefits being adopted for City Deal Community Benefit longer term in line with Procurement Review timeframe.	Legacy Officer	Jan-21		The regional PMO continue to focus on fully embedding the use of the Cenefits for the Deal and support continues to be available to all MAs to utilise the system for monitoring and reporting benefits. The PMO's aim is to assist all MAs to be in a position to make an informed decision that is based on some understanding and working knowledge of Cenefits. The interim progress report for LOG is aimed at identifying and highlighting those elements of the pilot that may not have been implemented within their MAs. Status has moved to Amber due to the gap <b><i>that has opened up between those MAs who are using Cenefits and those who do not seem to have utilised the system as yet.</i></b>	Amber	06/11/2020
13.0	Benefits Realisation	Develop and Maintain the Benefits Realisation Dependencies Register	Legacy and Evaluation Manager	Ongoing - every Regional Partnership Meeting		The proposal to develop a programme wide Benefits Dependencies Register was approved by the Regional Partnership in February 2020. The Register was presented to the EDG on 14/9/20 before going to the Regional Partnership on 26/11/20	Green	09/11/2020
14.0	Benefits Realisation	Update the Benefits Realisation Dependencies Register on an ongoing basis	Legacy and Evaluation Manager	Ongoing - every Regional Partnership Meeting		The proposal to develop a programme wide Benefits Dependencies Register was approved by the Regional Partnership in February 2020. The Register was presented to the EDG on 14/9/20 before going to the Regional Partnership on 26/11/20	Green	09/11/2020

Ref	Theme	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
15.0	Benefits Realisation	Monitoring the delivery of benefits from City Deal infrastructure fund project benefits.	Legacy and Evaluation Manager	Quarterly		City Deal Project Benefits are included in the Quarterly GCR PMO Report.	Green	10/11/2020
16.0	Benefits Realisation	Monitoring the delivery of benefits from City Deal innovation projects.	Legacy and Evaluation Manager	Quarterly		City Deal Project Benefits are included in the Quarterly GCR PMO Report.	Green	10/11/2020
17.0	Benefits Realisation	Developing accurate mapping of City Deal benefits – both outputs and follow on developments.	Legacy and Evaluation Manager	Oct-20	<b>Feb-21</b>	PMO is liaising with colleagues in Clydeplan to map the anticipated benefits delivered by City Deal projects. completion rescheduled to take account of delays in completing map due to Covid-19 work impacts	Amber	10/11/2020
18.0	Evaluation	Contribute to the development of the City Deal Evaluation Framework, alongside the Intelligence Hub.	Legacy and Evaluation Manager	Required for every City Deal business case submitted to the PMO.		A report setting out the approach to developing a City Deal Evaluation Framework was agreed by the Chief Executives' Group on 27/2/20. A proposed approach to evaluation for Gateway 2 and 3 has been shared with the UK and Scottish Governments for feedback by 9th October 2020. <b>The approach for evaluation of the City Deal for Gateway Review 2 will be discussed at the Annual Conversation in December 2020, and will be informed by the work being carried out for the Scottish City Deal Board (SG &amp; UKG) to learn the lessons from Gateway One. A report will be submitted to the Chief Executives Group in January 2021.</b>	Green	10/11/2020
19.0	Finance	Preparation and submission of PMO Annual Accounts 2019/20.	Finance Manager	Jun-20		PMO Unaudited Statements approved by Cabinet in June 2020	Complete	N/A
20.0	Finance	Preparation of Annual Statement of Grant Usage for the Employment and Skills Programme. Assessment and review of all grant claims.	Finance Manager	Oct-20		Received 2019/20 year end returns. Final statement of grant usage to be completed at end of the programme. MA returns provided for spend to end of July 2020. Position reported within Nov Interim Report.	Green	09/11/2020
21.0	Finance	Financial Monitoring of the City Deal Programme Spend 2020/21 including contingency and optimism bias	Finance Manager	Quarterly from July 2020		Q2 2020/21 returns received in October and reported to FSG.	Green	09/11/2020
22.0	Finance	Agreeing Grant Letter with Scottish Government	Finance Manager	Aug-20		Received draft letter from SG April 2020. Responded to Scottish Government with comments July 15th 2020 after considering whether additional flexibilities were required in Grant Letter to reflect COVID impacts and following receipt of Gateway 1 Approval letter from Scottish and UK governments. Received final letter in September 2020 from SG.	Complete	N/A
23.0	Finance	Agreeing Infrastructure Pass down Letter with Member Authorities	Finance Manager	Sep-20	<b>Dec-20</b>	<b>Agreed pass down letters to be based on Q3 returns. Letters being drafted with Legal Officer input.</b>	Amber	09/11/2020
24.0	Finance	Disburse funds for Employment and Skills Programme to member authorities.	Finance Manager	<b>Dec-20</b>		Programme extended following Covid19 impacts. Once programme is complete and final returns received the funds will be disbursed in December 2020 following Cabinet approval.	Green	09/11/2020
25.0	Finance	Prepare and review statement on detailed subjective spend of City Deal	Finance Manager	Quarterly from July 2020		Completed in September 2020.	Complete	N/A
26.0	Finance	Engage with Member Authorities to update and review financial statement on additional funds levered by City Deal Programme.	Finance Manager	Quarterly from July 2020		Received returns in Q1 and await further details from two MA. <b>Q2 returns received in October. Statement being prepared.</b>	Green	09/11/2020
27.0	Finance	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Finance Manager	Bi-annually from July 2020		Telephone calls held with Lead Officers in w/c 6th July. <b>Virtual meetings held in September/October.</b>	Green	09/11/2020
28.0	Finance	Engagement with other Council Groups obtaining City Deal Funding to identify lessons learned and good practice.	Finance Manager	<b>Nov-20</b>	<b>Dec-20</b>	No progress in period.	Amber	09/11/2020
29.0	Finance	Developing PMO budget for 2021/22	Finance Manager	Feb-21		No progress in period. Future milestone	Future	09/11/2020
30.0	Finance	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report	Finance Manager	Ongoing		Received and reviewed Q1 <b>and Q2</b> 2020/21 Reports and reported to FSG.	Green	09/11/2020
31.0	Finance	Processing quarterly grant claims	Finance Manager	Quarterly		Received and reviewed Q1 <b>and Q2</b> 2020/21 Returns.	Green	09/11/2020
32.0	Finance	Developing 5-year, annual and quarterly spend projections	Finance Manager	May-20		Received updates in Q2 2020/21 returns.	Green	09/11/2020
33.0	Finance	Collating information on the amount of additional funds leveraged for direct project costs for inclusion in Programme Business Case (PBC) 2020	Finance Manager	<b>Nov-20</b>		Included within Draft PBC 2020	Green	09/11/2020
34.0	Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Finance Manager	<b>Nov-20</b>		Included within Draft PBC 2020	Green	09/11/2020
35.0	Finance	Collating information on contingency and optimism bias for inclusion in PBC 2020	Finance Manager	<b>Nov-20</b>		Included within Draft PBC 2020	Green	09/11/2020
36.0	Audit	Produce Internal Audit Plan for 2020/21	Internal Audit	Apr-20		Submitted to Cabinet in April 2020	Complete	N/A
37.0	Audit	Audit Support Group meets	Internal Audit	May-20		Audit Group did not meet in May 2020 due to COVID impacts. Next meeting scheduled for November.	Future	09/11/2020
38.0	Audit	3 <sup>rd</sup> assurance audit report from 2019/20 audit plan – Business Case Submission and Appraisal	Internal Audit	Jun-20		Audit Report submitted and approved by 2nd June 2020 Cabinet.	Complete	N/A
39.0	Audit	Follow Up Report (progress of previous audit recommendations)	Internal Audit	Jun-20		Submitted to Cabinet in June 2020	Complete	N/A
40.0	Audit	Annual Governance Statement for 2019/20	Internal Audit	Jun-20		Submitted to Cabinet in June 2020	Complete	N/A
41.0	Audit	Internal Audit Annual Report 2019/20	Internal Audit	Jun-20		Submitted to Cabinet in April 2020	Complete	N/A
42.0	Audit	1 <sup>st</sup> assurance audit report from 2020/21 audit plan – Community Benefits	Internal Audit	Feb-21		Future milestone.	Future	09/11/2020
43.0	Audit	2 <sup>nd</sup> assurance audit report from 2020/21 audit plan – Governance Review	Internal Audit	Dec-20		<b>Audit complete and report submitted to CEG 28/10/20</b>	Complete	09/11/2020
44.0	Audit	Follow Up Report (progress of previous audit recommendations)*	Internal Audit	Oct-20		<b>Audit Report complete and report submitted to CEG 28/10/20</b>	Complete	09/11/2020
45.0	Audit	Audit Support Group meets	Internal Audit	Nov-20		No progress in period. Future milestone	Future	N/A
46.0	Audit	3 <sup>rd</sup> assurance audit report from 2020/21 – Grant Claim Eligibility Phase 2	Internal Audit	Feb-21		No progress in period. Future milestone	Future	N/A
47.0	Audit	Follow Up Report (progress of previous audit recommendations)*	Internal Audit	Feb-21		No progress in period. Future milestone	Future	N/A
48.0	Stakeholder & R.M.	Co-ordinate GCR Communication and Marketing Group meetings	Communication and Marketing Manager	4 February, 31 March, 26 May, 4 August, 29 September, 3 December		<b>Group meeting held in September. Next meeting is 3rd December.</b>	Green	06/11/2020
49.0	Stakeholder &	Update Programme Meeting Plan and Meeting Map following	Communication and	<b>December 2020</b>		The review exercise has been completed. The CEG agreed that the exercise reporting and	Green	05/11/2020

Ref	Theme	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
	R.M.	the completion of a review of all Group roles, remits, membership and chairs.	Marketing Manager	<b>and Early 2020</b>		recommendations would be extended and completed in two parts, with the first by December 2020, which would see the completion of updated details on the Groups, attendees and role and remits.		
50.0	Stakeholder & R.M.	Ongoing liaison with Scottish and UK Government to facilitate events, visit (including VIPs and Ministers) and maximise opportunities for messaging.	Communication and Marketing Manager	Ongoing		<b>No events in last period. A draft paper produced setting out an agreed process around visits was approved by both the LOG and the Communication and Marketing Group.</b>	Green	05/11/2020
51.0	Comms & Market'g	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Communication and Marketing Manager	Ongoing		Developing updated version to take account of C-19 changes / impacts. Discussed at GCR Communication Group. MA are still developing updated Project plans.	Amber	05/11/2020
52.0	Comms & Market'g	Review/update Partner Media Protocol in liaison with member authorities and government partners	Communication and Marketing Manager	Aug-20		Reviewed by GCR Comms Group on 20 August. Agreed minor tweaks.	Complete	05/10/2020
53.0	Comms & Market'g	Develop and continually refresh the Core Script (or narrative) for Glasgow City Deal and Glasgow City Region	Communication and Marketing Manager	Dec-20		The Core Script was discussed at the September Comms and Marketing Group and various suggestions put forward for inclusion in an updated version. It was agreed a revised draft would be developed and issued in October, for formal signed off at the next Communication Group meeting.	Green	05/11/2020
54.0	Comms & Market'g	Work with Member Authorities to develop Fact Sheets for individual projects.	Communication and Marketing Manager	Dec-20		Discussed at September Communication Group and minuted for MA s to complete updates / develop new Fact Sheets for December. Issuing an email reminder in October.	Green	05/10/2020
55.0	Comms & Market'g	Lead on media for the City Deal Programme, developing a forward plan of upcoming opportunities, maintaining oversight of planned partner Project media releases and promoted via GCR social media and website channels.	Communication and Marketing Manager	Ongoing		Release issued on successful Gateway Review was picked up by a range of online and press media.	Green	05/11/2020
56.0	Comms & Market'g	Oversight and monitoring of use of Glasgow City Region and City Deal brands, including look and feel and tone of voice.	Communication and Marketing Manager	Ongoing		<b>A draft Style Guide has been developed for language / terminology for Glasgow City Region. Discussed at September Comms Group meeting and agreed a final draft would be issued for sign off at December meeting.</b>	Green	05/11/2020
57.0	Comms & Market'g	Management, updating, monitoring and reporting of GCR social media accounts (Twitter and Youtube) and day-to-day management and updating of City Deal website	Communication and Marketing Manager	Ongoing		Progressing monthly	Green	05/11/2020
58.0	Comms & Market'g	Redevelopment and launch of refreshed website with new information architecture, design and content	Communication and Marketing Manager	Dec-20		Website Intern in place. Initiating key actions; sourcing development platform; reviewing earlier designs; developing revised scoping document and key stages for high level schedule; updating designs; reconvening Working Group of MA reps. The GCR Communication Group was asked to nominate representatives to participate in a short term working group to take forward the development of the new GCR website. An initial working group meeting will take place this month and a discussion with the GCR PMO re requirements for the website. These meetings will support the development of a brief and schedule for the project.	Green	05/11/2020
59.0	Comms & Market'g	Produce annual report on Social Media and Website reach, with summary progress and recommendations going forward.	Communication and Marketing Manager	Jan-21		No progress in period. Future milestone	Future	05/11/2020
60.0	Comms & Market'g	Scope/develop quality marketing materials and collateral.	Communication and Marketing Manager	Ongoing		No update in period	Green	05/11/2020
61.0	Governance	Update the Programme Business Case 2020	Assistant Head of Programme Management Office	Dec-20	<b>Feb-21</b>	<b>MA's have provided revised project plans on 9th October 2020 to feed into a revised Programme Business Case which will be shared with CEG in November and governments at the Annual Conversation in December 2020. Owing to the late timing of the Annual Conversation (previously anticipated as Oct/Nov 2020) formal approval for the PBC will require to be sought at the Feb 2021 Cabinet.</b>	Amber	10/11/2020
62.0	Governance	Update the Assurance Framework 2020 ensuring governments Gateway 1 requirements are addressed	Assistant Head of Programme Management Office	Dec-20	<b>Feb-21</b>	Governance Review underway to ensure Meeting Maps are updated for a refresh of AF by December 2020. Online survey issued to 20 groups in City Deal and City Region structures to seek group members' views on any changes required to role/remit and membership. Interviews completed with 8 Cabinet members. 80 responses received for online questionnaire. <b>Draft Assurance Framework will be shared with CEG in November and the governments ahead of the Annual Conversation in Dec 2020. Owing to the late timing of the Annual Conversation (previously anticipated as Oct/Nov 2020) formal approval for the PBC will require to be sought at the Feb 2021 Cabinet.</b>	Amber	10/11/2020
63.0	Governance	Complete the actions within the Gateway Readiness Improvement Plan 2019	Assistant Head of Programme Management Office	Dec-20		Requirements integrated within AIP 2020 for action. Refresh of PBC underway with additional economic impacts from approved OBC calculated and reported in Table 1 of Interim Performance Report.	Green	10/11/2020
64.0	Governance	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	Communication and Marketing Manager	Quarterly		Action completed for Quarter 1 2020. New appendix included in Quarter 1 report providing progress on all actions. RES updates also added to AIP reporting template.	Green	10/11/2020
65.0	Governance	Develop the Annual Performance Report (April 2019 – March 2020).	Communication and Marketing Manager	Sep-20		<b>Draft document completed, with comments from LOG and update to include data from audited accounts. Approved by October 2020 Cabinet and to be discussed with governments at the Annual Conversation meeting in November.</b>	Complete	05/10/2020
66.0	Governance	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Support Officer	Ongoing		Support Officers input not available due to COVID 19 work restrictions. To be prioritised once resource available to action.	Amber	10/11/2020
67.0	Governance	Maintain Programme Risk Register and Issues Log	Programme Manager	Ongoing		Risk Register Template has been updated and linked to the Projects' Strategic Objectives	Green	10/11/2020
68.0	Governance	Develop Interim and Quarterly Programme Status Reports	Programme Manager	Monthly		Finalised the new template and format of the quarterly Programme Status Report including new sections for the Intelligence Hub and Portfolios inputs.	Complete	16/10/2020
69.0	Governance	Maintain Overall Programme Plan	Programme Manager	Monthly		Creation of a dashboard for inclusion in the new Programme Status Report. Instructed the MAs to review their programme for the Covid-19 recovery plan.	Complete	16/10/2020
70.0	Governance	Complete Programme-level Lessons Learned exercises	Programme Manager	As required		Currently liaising with the MAs for the future preparation of Lessons Learned.	Green	10/11/2020
71.0	Governance	Review Project Business Cases	All PMO staff as required	Ongoing		An Outline Business Cases for Ravenscraig Infrastructure Access submitted and approved at 24 September 2020 CEG and the 6 October 2020 Cabinet.	Green	10/11/2020
72.0	RES Place	Work in partnership with the UK and Scottish Governments and public sector partners to explore the opportunity to reach an agreement to provide Member Authorities with priority access/first refusal to surplus publically owned land	Senior Portfolio Development Officer - Place	Oct-20		<b>This action will be superseded in the Regional Economic Recovery Plan relating to accelerating infrastructure development and an Action Plan to transform vacant and derelict land particularly but not exclusively in public ownership. An update report will be submitted to the Regional Economic Partnership in November 2020.</b>	Green	13/11/2020
73.0	RES Place	Prepare a Regional Vacant and Derelict Land Strategy to identify priority areas for investment in partnership with the Scottish Vacant and Derelict Task Force	Senior Portfolio Development Officer - Place	Oct-20		The Vacant and Derelict Land Taskforce is working to transform the existing approach to bringing vacant and derelict land back into productive use. Comprised of senior decision-makers from regulatory agencies, private companies and third sector organisations the Taskforce will act as a catalyst for addressing long term land vacancy and dereliction across Scotland. To help communities and decision makers properly assess the impacts of vacant and derelict sites the Vacant and Derelict Land Task Force has created a toolkit alongside a funding table identifying the different sources of funding available for regeneration of derelict sites. A framework has also been developed to assess the	Green	11/11/2020

Ref	Theme	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
						impact of bringing sites back into use that takes account of wider social, environmental and community benefits. This framework is intended to help change Scotland's approach to land reuse to look beyond narrow financial returns and capture the wider benefits that the reuse of sites could generate for society. There is an action to address VDL in the Regional Economic Recovery Plan. An update report will be submitted to the Regional Economic Partnership in <b>November 2020</b> .		
74.0	RES Place	Work with the Business and People Themes to identify economic investment locations and skills for the Regional Investment Prospectus and to inform Scottish Government's National Planning Framework 4	Senior Portfolio Development Officer - Place	Oct-20		<p><b><i>The development of the Regional Investment Prospectus is a specific action in the Regional Economic Recovery Plan. An update report will be presented to Regional Partnership in November 2020. The Glasgow Regional Investment Prospectus (GRIP) was placed on hold in January 2020 but has now resumed. The criteria for the scope of the investment proposals have widened. Typically these were projects seeking commercial capital investment however, with the investment market changing SE is interested in better understanding the investment pipeline within the region. We are now looking to ascertain if:</i></b></p> <p><b><i>1. Any new opportunities have arisen in the last year within the region.</i></b>  <b><i>2. There are opportunities previously not submitted because it was felt that they were of insufficient size, that could now, perhaps, be bundled together to create a regional project of scale e.g. a series of small district heating opportunities or various accommodation model investments.</i></b>  <b><i>3. There are opportunities that may not have been submitted due to our timescales and/or current state of investment readiness.</i></b>  <b><i>4. The emphasis placed on the current priorities for Scottish international inward investment deterred your submission:</i></b></p> <ul style="list-style-type: none"> <li><b><i>• Health &amp; Wellbeing</i></b></li> <li><b><i>• Data, Digital &amp; Innovation</i></b></li> <li><b><i>• Low Carbon</i></b></li> </ul>	Green	13/11/2020
75.0	RES Place	Develop a Regional Land Use Spatial Strategy	Senior Portfolio Development Officer - Place	Sep-21		The indicative Regional Spatial Strategy (iRSS) for GCR, in support of the Scottish Government's development of National Planning Framework 4 (NPF4), was submitted to the Scottish Government end June 2020. It was agreed by the Clydeplan Joint Committee on 11th May, endorsed by the City Region Cabinet on 2nd June and noted by the Regional Partnership 30th July 2020. As a consequence of the Covid-19 Pandemic, the Scottish Government's NPF4 is now expected September 2021.	Green	13/11/2020
76.0	RES Place	Prepare individual local authority Delivery Plans and a Regional Blueprint Delivery Strategy for the Green Network. Blueprint, and embed the Blueprint within Local Development Plans.	Senior Portfolio Development Officer - Place	Nov-20		The GCV Green Network Partnership is progressing a Regional Strategy for the delivery of the Green Network 'Blueprint', launched in 2019 with the endorsement of the GCR. Reports on 'Local assessments of Blueprint delivery opportunities' are being finalised for five of the Region's local authority areas (East and West Dunbartonshire, Inverclyde, Renfrewshire and East Renfrewshire). The reports for Glasgow, North and South Lanarkshire are underway and due to be completed later this summer. In addition, a project proposal is being developed in partnership with Scottish Forestry entitled the 'Clyde Climate Forest'. The project will help deliver the woodland habitat network elements of the Blueprint as well as provide impetus for urban tree planting for climate change adaptation and rural woodland creation to capture carbon emissions.	Green	13/11/2020
77.0	RES Place	Prepare a Glasgow City Region Climate Adaptation Strategy, including an adaptation pathway / framework for existing and future development	Senior Portfolio Development Officer - Place	Dec-20		<p><b><i>Climate Ready Clyde has launched its draft Glasgow City Region Adaptation Strategy,. The consultation will run from 12 November 2020 to 24th December 2020. The strategy:</i></b></p> <p><b><i>1. outlines the processes and early interventions needed to manage climate risks and realize opportunities in line with our Theory of Change</i></b>  <b><i>2. provides a strategic framework for adaptation in and by the Glasgow City Region that fits alongside and supports key plans, policies and activities to enable delivery</i></b>  <b><i>3. sets out how we will deepen and expand collaboration and collective impact by working together and engaging, equipping and enabling citizens and organizations to play a role in realising the vision</i></b>  <b><i>4. sets out how progress in increasing climate resilience will be monitored, evaluated and learnt from to improve policies, strategies, programmes and projects.</i></b></p>	Green	13/11/2020
78.0	RES Place	Consider the scope of a regional climate mitigation strategy	Senior Portfolio Development Officer - Place			Sniffer, in their role as Climate Ready Clyde secretariat provided a draft business case to the Lead Officer on the development of a mitigation component to the Regional Climate Adaptation Strategy. This was considered but it was decided not to take this forward at this time.	Green	13/11/2020
79.0	RES Place	Develop a Regional Strategy for Housing Delivery to include analysis of the barriers/opportunities (e.g. developing a Regional Housing Investment Fund) to meeting the Region's housing needs (as stated in the Housing Needs Demand Assessment 2015)	Senior Portfolio Development Officer - Place	Dec-20		<p><b><i>The Housing Portfolio is undertaking research and analysis of the following priority areas:</i></b></p> <p><b><i>1. Skills – the collation of a number of independent reports indicate a shortage of labour supply and 'white collar' elements of construction where supply problems constrict the development pipeline.</i></b>  <b><i>2. Standards in the social rented sector across GCR. The Housing Portfolio is investigating ways in which a recognised regional standard could bring economies of scale to Registered Social Landlord provision. This investigation will include our proposed housing response to COP26; the GCR ask of the Scottish Government in relation to parity of subsidy for delivering zero carbon; and, Scottish Government energy efficiency policies and their Housing funding programmes.</i></b>  <b><i>3. Funding and procurement research to identify potential issues in relation to the funding and procurement of social housing that may be acting as an obstacle to increased delivery and to propose solutions</i></b>  <b><i>4. A Home Energy Retrofit Proposal is being prepared in response to the Regional Economic Recovery Plan to tackle carbon emissions, fuel poverty and local jobs creation across the city region over a ten year period.</i></b>  <b><i>5. A Housing and Place Futures Webinar will be held on 10th December chaired by Professor Duncan Maclellan and hosted by Policy Scotland. The webinar will provide further information on the housing and place issues raised in the Economic Commission's Futures Paper.</i></b></p>	Green	13/11/2020
80.0	RES Place	Develop a refreshed Glasgow City Region Housing Needs Demand Assessment	Senior Portfolio Development Officer - Place	Dec-20		<b><i>The latest NRS 2018 based projections have been published alongside a HNDA Key Issues Report which is reflective of the impacts of the pandemic. Together these should provide a useful basis for identifying key housing system challenges. This will be available in Autumn</i></b>	Green	13/11/2020

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						<b>2020. The issues report is aligned with a number of the issues and associated actions align with the priority policy areas identified by the Housing Portfolio in respect of housing standards, funding, energy efficiency procurement and skills.</b>		
81.0	RES Place	Complete a transport needs assessment for the Glasgow City Region through the Regional Transport Strategy	Senior Portfolio Development Officer - Place			This action is incorporated within the activity described in Action 82 below.	Superseded	07/11/2020
82.0	RES Place	Work with Transport Scotland in the development of the National Transport Strategy and identify priority projects for inclusion within the Strategic Transport Projects Review	Senior Portfolio Development Officer - Place	Oct-20		<b>SPT and the member authorities worked closely with TS in development of the National Transport Strategy which was published on 5 February 2020. A GCR Strategic Transport Projects Review 2 (STPR2) group was established (which included councils, SPT, Clydeplan, TS) to provide input to STPR2 which is due to report in winter 2020.</b>	Green	13/11/2020
83.0	RES Place	Develop a Glasgow City Region Strategic Transport Action Plan-which aligns our transport priorities and investment	Senior Portfolio Development Officer - Place	2021		<b>Main focus over next few months is preparing and launching an Options Consultation. BK is finalising a paper which is going to Strategy and Programmes Committee on 20 Nov. This will be circulated to the Group as soon as it is published on SPT website.</b>	Green	13/11/2020
84.0	RES Place	Liaise with utility providers and host a Regional Infrastructure Summit (with Member Authorities, Utilities Partners, Scottish Government)	Senior Portfolio Development Officer - Place	Annual event		<b>Annual meeting of GCR and utility partners to agree alignment of areas of joint work. The 2020 meeting was postponed due to the impact of COVID-19 on all partners work programmes</b>	Green	13/11/2020
85.0	RES Place	Work with our utility partners to develop a shared Strategic Infrastructure Investment Plan which records all planned private and public sector infrastructure investments between 2019-2026	Senior Portfolio Development Officer - Place	Dec-20		Mapping of GCR City Deal investments alongside planned strategic investments in water, gas, electric and digital infrastructure. Due to COVID 19 pandemic, progress halted in early 2020. Anticipated timescale for finalised mapping: <b>December 2020</b>	Green	13/11/2020
86.0	RES Place	Launch and implement a City Region Digital Connectivity Strategy	Senior Portfolio Development Officer - Place	Oct-20		Launched at GCR Infrastructure Summit August 2019. A digital intervention is one of the regional priorities within the Regional Economic Recovery Plan. Specific actions to promote the roll out of digital infrastructure are being developed in the Regional Economic Recovery Plan - an update will be provided to the Regional Economic Partnership in November 2020.	Green	13/11/2020
87.0	RES Business	To develop a Business Support Framework we will map all existing business support provision provided by local authorities and Scottish Enterprise across the City Region	Senior Portfolio Development Officer - Business	Complete			Complete	N/A
88.0	RES Business	Conduct a research study on the enterprise support approach implemented in other city regions, the learning from the National Review of Business Gateway and the new 'Ayrshire Model'	Intelligence Hub Manager	Dec-20		A review of how city regions offer enterprise support services was due to commence in the Q2 of this year. However, due to the Covid-19 outbreak, it was delayed until the situation becomes clearer, and will be reviewed again in Q3	Green	14/08/2020
89.0	RES Business	To help develop a Regional Enterprise Offer we will undertake a diagnostic of the existing 'entrepreneurial eco-system' which will produce a map of support provision and identify gaps through network analysis	Senior Portfolio Development Officer - Business	Oct-20		The diagnostic had initially been delayed whilst Scottish Government sought funding to contribute to the research. Final report anticipated next month. <b>Final report has been produced.</b>	Green	05/10/2020
90.0	RES Business	Implement Regional Enterprise Offer	Senior Portfolio Development Officer - Business	Apr-20		Existing business support provision provided by MA's and SE mapped across the City Region. Diagnostic of existing entrepreneurial eco-system underway to identify strengths and gaps in provision and help inform the offer. Enterprise Group struggling to identify added value from a Regional offer therefore unlikely to proceed. Now superseded by emphasis on local Covid Economic Recovery Responses.	Superseded	N/A
91.0	RES Business	Investigate innovative models of financing, such as Social Impact Bonds and a Social Stock Exchange and review Community Enterprise in Scotland's Just Enterprise Consortium Model to determine new Regional approach	Senior Portfolio Development Officer - Business	Apr-20		This action has been superseded by the work to develop a Regional Approach to Community Wealth Building being undertaken as part of the development of the Regional Economic Recovery Plan. An update on the Recovery Plan will be submitted to the Regional Economic Partnership in October 2020.	Superseded	N/A
92.0	RES Business	Review existing support and new planned activity for social enterprise across the Region to determine new Regional target for growth	Senior Portfolio Development Officer - Business	Oct-20		Work underway by Enterprise Sub Group. A meeting of the Social Enterprise Sub Group, led by ERC, was arranged although poorly attended. ERC to schedule further meeting.	Amber	05/10/2020
93.0	RES Business	To maximise procurement spend on SMEs we will review best approaches across the UK, including the Community Wealth Building pilot in Ayrshire	Scottish Government	Jan-21		This action has been superseded by the inclusion of the action to deliver a regional approach to Community Wealth Building within the Regional Economic Recovery Plan with Scottish Government as Lead Partner. Timescale has been updated to reflect Scottish Government's plans as set out in Programme for Government 2020.	Superseded	N/A
94.0	RES Business	Work with the City Deal PMO to investigate and report on the feasibility of rolling out the City Deal Community Benefits approach and the use of Cenefits to all local authority procurement activity, including infrastructure and sporting/cultural events	Senior Portfolio Development Officer - Business	Jan-21		This action is being progressed through the development of a proposed GCR Sustainable Procurement Strategy. The approach was agreed by Cabinet on 11/8/20. The timescale has been updated to reflect the timing of the delivery of the new strategy	Green	03/11/2020
95.0	RES Business	Develop Advancing Manufacturing Challenge Fund Bids	Senior Portfolio Development Officer - Business	Jul-19		Following discussion with the representatives of the EDG in February 2020, it was considered that this action had been superseded.	Superseded	N/A
96.0	RES Business	Agree/or identify and prioritise the key sectors relevant to Glasgow City Region	Senior Portfolio Development Officer - Business	Aug-19		Following discussion with the RES Oversight Group in February 2020, it was proposed that this action would be superseded by the process to refresh/renew the RES which is anticipated to be completed in Spring 2021.	Superseded	N/A
97.0	RES Business	Develop a Regional Investment Prospectus to strengthen the promotion of skills, tourism and economic investment locations and drive business activities to most appropriate locations	Scottish Enterprise	Dec-20		This is a key priority within the Regional Economic Recovery Plan and being led by SE. <b>SE are currently collating a long list of potential projects. These will be shared with representatives of the EDG for further discussion and development into a short list.</b>	Green	10/11/2020
98.0	RES Business	Develop and continue to maintain/update a Regional Events Calendar to assist with promoting the Region and to co-ordinate multi area events	Senior Portfolio Development Officer - Business	Dec-18		Following discussion by representatives of the EDG in February 2020, it was proposed that this action be superseded by the agreement by Cabinet of the Action Plan for the GCR Tourism Strategy.	Superseded	N/A
99.0	RES People	Work with the Economic Delivery Group and relevant portfolio Groups to design appropriate governance models for delivery of regional programmes.	Senior Portfolio Development Officer - People	Mar-21		Discussions have taken place with Employability Leads in relation to Regional approaches for PESF and NOLB and collaborative models but not progressed due to a lack of support. Action due to be picked up in the development of collaborative models currently being progressed. <b>Collaboration models in development for Enhanced PACE support and development of a shared procurement framework for employability support services.</b>	Green	09/11/2020
100.0	RES People	Conduct in-depth analysis of the Region's employment support needs and map provision across the city region	Senior Portfolio Development Officer - People	Mar-21		Analysis undertaken by the Intelligence Hub as part of the RSA. Further analysis to map provision for priority groups discussed with the Intelligence Hub. Action due to be picked up in the development of collaborative models.	Green	08/10/2020

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101.0	RES People	Implement the City Region Parental Employment Support Programme	Senior Portfolio Development Officer - People	Jan-20		Broad Regional approach agreed. PES Programme now running in each of the LAs. Each LA has grant allocation from Scottish Government and is responsible for delivery of their own programme.	Complete	N/A
102.0	RES People	Develop and roll-out delivery of Regional Employability Models	Senior Portfolio Development Officer - People	Mar-21		Activity is ongoing. Group due to report back progress to CEG in November 2020. <b>Two models being actively pursued - Enhanced PACE Support and a shared Procurement Framework. Awaiting confirmation of funding for PACE; meetings arranged with partners in late November to finalise approach. Work continuing to agree scope of Procurement Framework.</b>	Green	09/11/2020
103.0	RES People	Launch GCR Youth Guarantee to support young people (16-24 years old) into a job, training or an apprenticeship	Senior Portfolio Development Officer - People	Dec-20		Action in RES Action Plan 2017. Initial work undertaken with LAs, SDS and DYW, however, this was not progressed due to a lack of appetite and falling youth unemployment. Following Covid, action re-emerged within draft Covid Economic Recovery Plan; development awaiting details of Scottish Government Scottish Jobs Guarantee and UKG Kickstart Initiative as part of Covid Recovery. Consideration by Portfolio Group 15/10. <b>Funding allocation for Youth Guarantee confirmed 5/11/20; each LA finalising their offer. Collective offer to be reported to CEG in new year.</b>	Green	09/11/2020
104.0	RES People	Work with our skills providers and industry leads to build careers route ways and increase opportunities for advanced digital skills	Senior Portfolio Development Officer - People	Jun-21		Increased digital skills pathways within colleges; ongoing and reviewed annually as part of RSIP	Green	09/11/2020
105.0	RES People	Increase alignment between skills and enterprise through establishment a single Enterprise and Skills Hub	Senior Portfolio Development Officer - People	Jun-21		Skills Alignment Pilot with Glasgow Colleges completed June 2019. Pilot being extended across Lanarkshire and West College Regions. Action included in RSIP Delivery Plan and reviewed annually. Enterprise and Skills Hub overtaken by National Portal. <b>Progress on extending skills alignment has been delayed as a result of the Covid-19 Pandemic.</b>	Green	09/11/2020
106.0	RES Business	Work with the Place and Business Themes and relevant Portfolios to contribute to development of a Regional Investment Prospectus for the City Region to ensure promotion of skills in decisions for economic investment locations and to drive business activities to most appropriate locations.	Senior Portfolio Development Officer - Business	Oct-20		Regional Investment Prospectus is included in the Regional Economic Recovery Plan. An update will be provided to the Regional Partnership in October 2020	Green	08/10/2020
107.0	RES Place	Work with the Transport Portfolio and Transport Scotland to influence the Regional Transport Strategy to develop affordable, accessible, flexible and sustainable public transport options to support access to jobs and learning opportunities across all parts of the City Region	Senior Portfolio Development Officer - Place	Mar-20		This was raised at Transport Portfolio Group in February 2020	Green	16/09/2020
108.0	RES People	Launch a Regional Fair Work Strategy outlining how Living Wage will be promoted	Senior Portfolio Development Officer - People	Mar-21		No progress in period. Future milestone	Future	09/11/2020
109.0	RES People	Launch a tailored package of support for working recipients of Universal Credit and others at risk of 'in-work poverty' to assist with in-work progression	Senior Portfolio Development Officer - People	Mar-21		City Deal In-Work Progression Pilot completed; evaluation considered by Portfolio Group; recommendations and lessons incorporated in to development of Regional employability models; ongoing.	Future	09/11/2020
110.0	RES People	Develop an Integrated GCR Child Poverty Action Plan including addressing GCR commitments in the National Child Poverty Delivery Plan	Senior Portfolio Development Officer - People	Mar-21		First year Action Plans reviewed. Joint workshop held with poverty and employability leads, wider Council departments and NHS (August 2019). Work on a draft regional action plan commenced. <b>There has been no progress on this action.</b>	Green	09/11/2020
111.0	RES People	Establish review panels, including with people with lived experience of poverty and other disadvantage, to review city region activity and ensure no unintended consequences	Senior Portfolio Development Officer - People	Dec-21		No progress in period. Future milestone <b>There has been no progress on this action. Action required by individual LAs as part of SG Design Framework for NOLB</b>	Superseded	09/11/2020
112.0	RES People	Implement the Regional Skills Investment Plan and annual updates	Senior Portfolio Development Officer - People	Jun-24		First year Delivery Plan (2019/20) completed. Annual Report and Delivery Plan for 2020/21 subject of report to Cabinet 11 August 2020. Plan approved and being implemented with partners; ongoing action.	Green	09/11/2020
113.0	RES People	Work with the Business Theme and Portfolios to develop a GCR Skills Compact and Integrated City Region Employer Offer aligned to skills gaps	Senior Portfolio Development Officer - People	Mar-21		Initial workshop held with Enterprise and Employability Lead; action contained within the RSIP to develop an integrated business offer. No progress in period. Future milestone	Green	09/11/2020
114.0	RES People	Develop a GCR Skills Partnership Concordat with City Region Colleges and Universities and work towards integration and alignment of Regional Outcome Agreements	Senior Portfolio Development Officer - People	Mar-21		Group established June 2019 with 6 City Region Colleges; Terms of Reference Agreed January 2020. Similar group/purpose to be agreed with Universities. Action ongoing within the RSIP. <b>No progress in period</b>	Green	09/11/2020
115.0	RES People	Undertake a review of existing skills funding and other mechanisms and contribute to the Scottish Funding Council review of college funding	Senior Portfolio Development Officer - People	Jun-21		Ongoing review by SFC and Scottish Government due to report later this year. Action included in RSIP Delivery Plan for 2020/21 to 'influence skills planning and investment decisions for the City Region'. Ongoing.	Green	09/11/2020
116.0	RES People	Seek and secure additional resources to establish a Regional Flexible Skills Investment Fund including post-EU Structural Funds	Senior Portfolio Development Officer - People	Jun-24		Ongoing. This action is included in the RSIP. An update on all RSIP actions was approved by Cabinet on 11/8/20	Green	09/11/2020
117.0	RES People	Work with Government, funding bodies and qualification agencies to establish financial levers to promote more adaptive and resilient learning programmes	Senior Portfolio Development Officer - People	Jun-24		Ongoing. This action is included in the RSIP. An update on all RSIP actions was approved by Cabinet on 11/8/20	Green	09/11/2020
118.0	RES People	Work with our skills providers to ensure integration of meta-skills to all vocational learning opportunities	Senior Portfolio Development Officer - People	Jun-24		Ongoing. This action is included in the RSIP. An update on all RSIP actions was approved by Cabinet on 11/8/20	Green	09/11/2020
119.0	RES People	Ensure delivery of the West Partnership Regional Improvement Plan and integration with employment and skills systems through ongoing review of the Regional Skills Investment Plan	Senior Portfolio Development Officer - People	Jun-24		Ongoing dialogue with West Partnership re shared actions in West Partnership Improvement Plan and RSIP. Included within RSIP Delivery Plan; reviewed and reported annually. West Partnership responsible for reporting to GREIC Board. West Partnership published updated Improvement Plan for 2020/23. <b>Meeting took place with West Partnership re engagement in Portfolio Group; further meeting to be arranged between Executive Leads re greater synergy between Portfolio and GREIC</b>	Green	09/11/2020



Endnotes 1

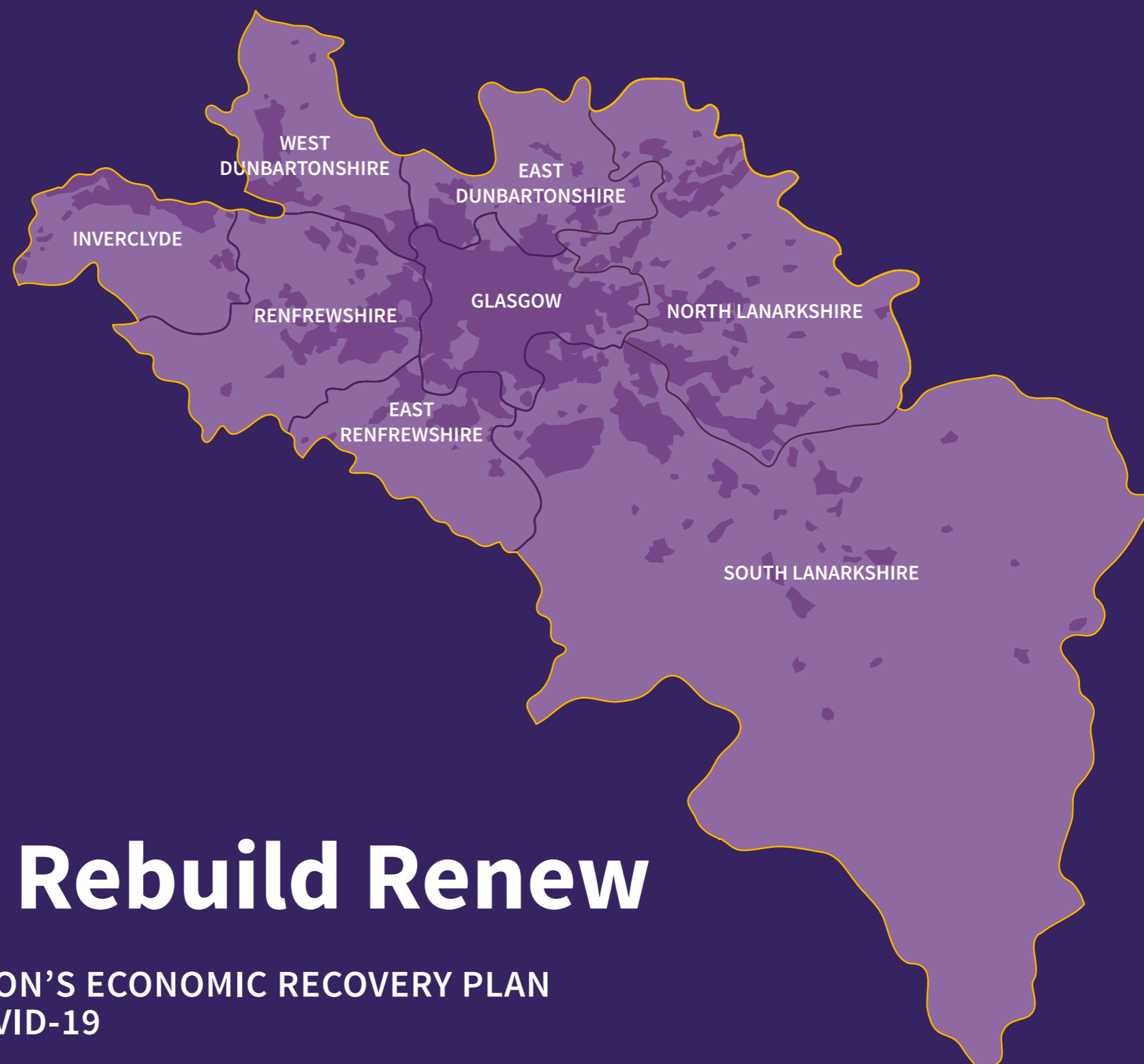
Strategic Objectives in the Risk Table

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

RAG Status Key

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

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



# Recover Rebuild Renew

GLASGOW CITY REGION'S ECONOMIC RECOVERY PLAN  
IN RESPONSE TO COVID-19

DECEMBER 2020

# Susan Aitken

LEADER OF GLASGOW CITY COUNCIL

AND CHAIR OF GLASGOW CITY REGION CABINET



## Covid-19 has had a far reaching and continuing impact on the UK and the global economy and no less on Glasgow City Region.

The Region's response to the pandemic and the most trying of circumstances has been outstanding, with the reaction to Covid-19 from our NHS and council workers, supermarket staff, third sector and community groups bringing out much of what is great about Glasgow City Region.

But we remain in a most serious situation, with fatalities rising and increasing pressure on our NHS. Covid presents us with a double challenge; the immediate threat to health and life brought about by the spread of the virus, and impact on our economy of the essential steps we need to take in order to stifle its spread.

The financial shock for many employers and households has been severe. When we come through the other side, some businesses may not recover and jobs could be lost. We do not underestimate the challenge we face - to our economy, businesses and labour market, particularly to young people and their future opportunities.

Our **Regional Economic Recovery Plan** sets out the key actions we are taking. These are underpinned by extensive research and analysis, as well as discussion across our partnership to identify the most pressing challenges faced by our businesses and residents, the priorities and importantly the opportunities arising that we can grasp to shape our recovery as we plan ahead to create jobs in a green and equitable economy, in the post-Covid period.

Recovery will be no easy task. But we have the structures, shared vision and a proven willingness to collaborate and innovate across sectors and borders for the sake of our City Region.

The Recovery Plan will take us through the next critical period as we continue to live with Covid-19 and while a vaccine is fully developed and rolled out. We will then publish a Regional Economic Strategy which builds on the foundations set out in this Recovery Plan and reflects our long term objectives as we restart our Regional economy.

## This challenge is significant and it requires significant investment.

We are determined that work on the road ahead focuses not just on economic recovery but also renewal. We cannot simply return to 'business as usual'.

Talk of rebuilding isn't just rhetoric. Major investment in infrastructure, particularly green infrastructure, will be pivotal to stimulating our recovery.

We have been actively planning with Scottish Government and Scottish Enterprise colleagues to push forward with the revitalisation of the River Clyde. The Clyde Mission has the capacity to bring vacant and derelict land back into use for homes, investment and jobs and activate the potential of the river to help address the climate change emergency. In the post-pandemic world, these plans have a real urgency.

So too will the opportunities from the completion of our plans for other major infrastructure projects such as investment in Ravenscraig, our three innovations districts, and a city Metro: a transformational green infrastructure project, the first stage of which would complement the work on the Clyde Mission.

Our transformative green retrofit programme requires £5 billion pound in funding over the next 10 years.

We have challenging asks of the UK and Scottish Governments. These are not just asks for more money but also about giving Glasgow City Region – the powerhouse of the Scottish economy – the flexibility we need to lead recovery and renewal, not just for ourselves but for the whole nation.

More than ever we need ambitious joined up thinking and joined up working with government. Glasgow City Region is well positioned to thrive in a post-Covid recovery, with the focused investment we can help Scotland and the UK to deliver in our shared ambition to respond to the climate emergency and align with our ambitions for COP26.

**We need to use this unprecedented opportunity to rebuild a more inclusive, sustainable and connected City Region economy and an economy which delivers for all our people.**

# Introduction

**We developed this Recovery Plan through a process of engagement with our eight local authorities and our partner organisations, such as Scottish Enterprise and Skills Development Scotland.**

During the summer we gathered information from all of our partners about the work they are undertaking individually to respond to Covid and its economic impact on our businesses and communities. We consulted with partners to identify where we can add value to their individual responses, by responding collectively and collaboratively to Covid at the Glasgow City Region level.

We identified key priority areas for action and took these proposals to the Glasgow City Region Cabinet in August 2020. This Recovery Plan now reflects recent national policy announcements that have been made by the UK

Government and the Scottish Government, particularly in relation to support for businesses and employees, and the skills and employment response.

To underpin our actions we have used the economic data and research provided by partner organisations and co-ordinated and led by our Glasgow City Region Intelligence Hub, to underpin this plan.

We have engaged and consulted with local partners, our Regional portfolio groups, and Economic Delivery Group, and the Commission on Economic Growth, to shape and inform our Regional Economic Recovery Plan priorities and actions. The Plan will remain a living document - we will continue to review our actions and update these on an ongoing basis, reflecting on the latest developments including Brexit, so that we can respond to the needs of our businesses and residents.

Effective monitoring and reporting on the Recovery Plan is vital if we are deliver on our actions. Regular updates on the Recovery Plan will be provided to the Regional Partnership, Chief Executives' Group and the Glasgow City Region Cabinet.

3



# Setting the Scene for Economic Recovery

## OUR CHALLENGES AND PRIORITIES

## Glasgow City Region – Scotland's Metropolitan Region

The success of Glasgow City Region is critical to the prosperity of Scotland and the UK.

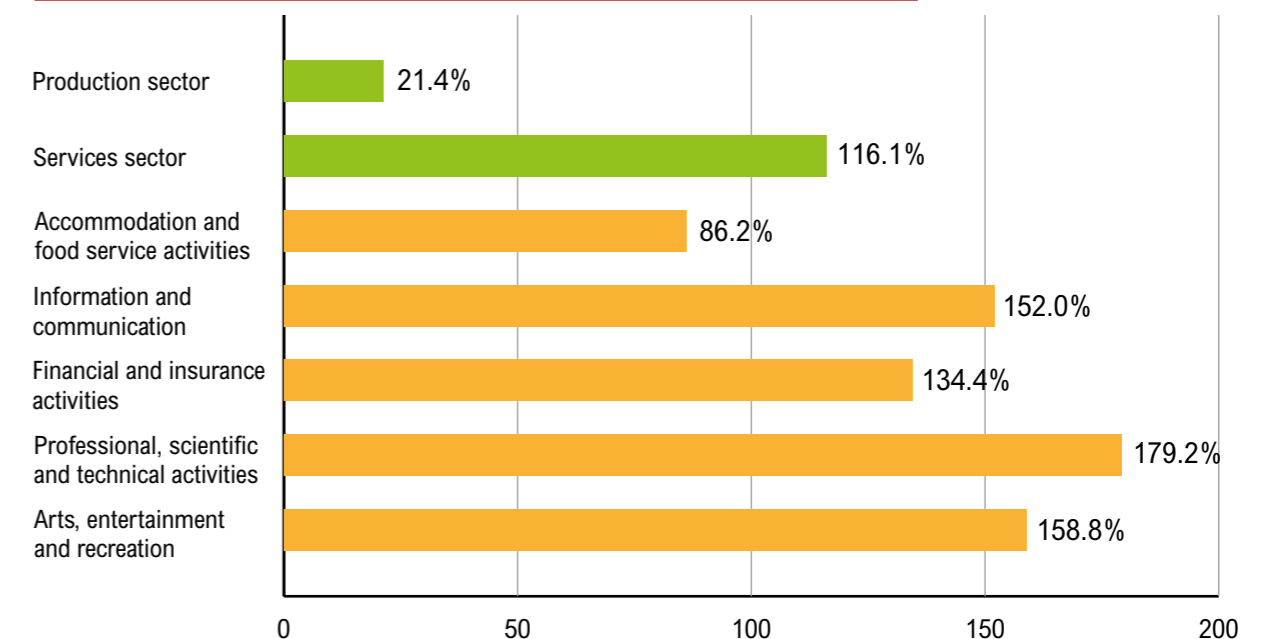
It is home to almost one third of Scotland's jobs, business base and economic output. As well as being the country's economic powerhouse, it is Scotland's only true metropolitan region. And it is the fourth largest city region in the UK. It is a region that has shaken off the industrial past to emerge on the European and Global stage – none more so than when it hosts the COP26, UN climate change conference in November 2021.

### TRANSFORMATION THROUGH COLLABORATION

Over the last 20 years, it has transformed to become a region of knowledge and innovation.

In the 20 years from 1998, the Gross Value Added by the services sector far outstripped that of the productive sector – led by growth of a wide variety of sectors such as professional, scientific and technical activities.

#### GLASGOW CITY REGION INDUSTRIAL GVA: % CHANGE 1998 - 2018



It is a success built on its people and place.

It is also based on the can do attitude of its institutions – our deep rooted ethos of collaboration and desire to improve the everyday lives of our citizens. This can be seen in the growth of our three unique Innovation Hubs.

## HEALTHTECH SCOTLAND'S STRENGTHS



## GLASGOW CITY REGION INNOVATION CORRIDOR

**The Glasgow City Innovation District was the first of its kind in Scotland.**

Its Technology and Innovation Centre includes a focus on health technologies. Equally, the Glasgow Riverside Innovation District has built strong foundations in precision medicine (PM) focused approaches to healthcare. This includes major investments at the £1 billion Queen Elizabeth University Hospital (QEUH), including the world's first clinical-academic industry campus designed around the clinical implementation of PM. It is also home to the Advanced Manufacturing Innovation District which incorporates the Medicines Manufacturing District that will accelerate the process to bring new drugs to the market. If productivity increases at current rates, over the next five years, Glasgow City Region will have higher levels of productivity than most other post-industrial city regions including Manchester and Liverpool.

Equally, the Scottish Government has recently published its Inward Investment Plan designed to create a technologically enable, net zero, inclusive wellbeing economy. The plan identifies nine opportunity areas. The Glasgow City Region is the only region across Scotland to have clearly identified strengths, success and opportunities across all nine areas. Our success in innovation in the Health Tech sector can be seen in the map.

## GLASGOW CITY REGION TALENT POOL

**By European and global standards, 43.9% of the Region's workforce is educated to degree level.**

Its talent base is also boosted by the globally impressive number of international students. The Region is now in the top five mid-sized city regions globally for the number of international students.

These are amongst the various reasons why in March 2020, the Connected Places Catapult – in a review of the UK's top performing innovation economies – identified Glasgow City Region as one of four within the UK with "the strongest potential to join London, Oxford and Cambridge as engines of Britain's future economy."

## Underpinned by Vibrant, Cultural, Retail and Hospitality Sectors

**Successful places are characterised by a high quality of life.**

This comes from good quality jobs, affordable homes and a multitude of leisure activities – our citizens enjoy the wide arrange of cultural offerings and shopping attractions that are attractive to leisure and business visitors.

### OUR STRENGTH IS NOW A RISK TO OUR MOST DEPRIVED COMMUNITIES

**It is clear that the businesses and industries which have helped transform the City Region are those at greatest risk from the public health crisis.**

The Retail, Accommodation and Food Services and Arts/Entertainment and Recreation Sectors employ almost 175,000 people across the Region and nearly 12,500 businesses – between 20 to 25% of the Region's total.

We know that these sectors are crucial to the vitality of many of the 23 town centres across the City Region and Glasgow City Centre itself which is home to over 170,000 jobs, the highest concentration of jobs anywhere in Scotland. Protecting the high streets in our towns and our city centre will require protection for these jobs.

More importantly, we know that these jobs are largely held by low income groups. The Social Metrics Commission highlighted that people living in poverty are more likely to be more adversely impacted by the lockdown from furlough, reduced hours and wages, or unemployment. Whilst the full effects are still to come into effect, Glasgow City and West Dunbartonshire have seen the largest increase in Claimant Counts between August 2019-2020. Sadly, these are areas that were already starting from a high level.

Despite the concerted efforts of multiple agencies and the successes in transforming the Region's economy, to many communities are still blighted by deprivation - 57% of GCR's datazones being within the 15% most deprived in Scotland. These are home to over 450,000 of GCR's population. Worryingly, it appears that unless concerted effort is taken, the legacy of past recessions will repeat itself again. These communities who can least afford it, will be the most impacted.



## Building a Resilient, Innovative and Green Future

**It is an inevitable impact of Covid that a significant number of jobs will be lost in the Region – potentially 60,000.**

It is essential that these are replaced by new ones that provide long term opportunities. Glasgow City Region has a history of innovative provision of social housing. It now has a large stock which needs to be retrofitted to meet local and national net zero targets. With COP26 coming up and a track record of innovation there is no better time to start a long term retrofit project that will deliver on our priorities of addressing the climate emergency. Doing so will also provide the opportunity to create a large number of employment opportunities and develop new Regional specialisms.



**“Public investment can play a central role in the recovery, with the potential to generate, directly, between two and eight jobs for every million dollars spent on traditional infrastructure, and between 5 and 14 jobs for every million spent on research and development, green electricity, and efficient buildings.” IMF: Public Investment for the Recovery**

The River Clyde runs through the Innovation Corridor. The Scottish Government has recently announced the Clyde Mission project. It's “purpose is to use the Clyde to drive sustainable and inclusive growth for the city, the region and Scotland”. Glasgow City Region will work closely with the Government to drive this flagship policy to bring in additional investment to the area, create exemplar projects designed to tackle the many pockets of vacant and derelict land that scar our local communities and address future flood issues.

## INVESTING IN OUR CITY REGION WILL BE VITAL TO RECOVERY

As we look towards recovery and beyond, it is critical we do not forget the vital role that city regions have played in the health and wellbeing of nations over the past 200 years.

They will continue to do so in the future. This has been recognised in the Scottish Government's own recovery strategy which calls for a pivot towards city regions. We only need to look at how nations in Asia have adapted to previous pandemic outbreaks. It is not by taking flight from cities. But rather by finding new and innovative ways of mitigating risks – using new thinking and the latest digital and medical technologies, many of them conceived in tech districts, university labs and design institutions. In shaping a new economic future, Glasgow City Region can be at the forefront of the transformation.

## Shaping the Glasgow City Region Response

Covid is having an impact on everyone.

But we recognise that challenges facing our residents and businesses are not equitably distributed. Without the right levels of support, the coming months and next couple of years will be desperately difficult for some citizens, communities and businesses through no fault of their own.

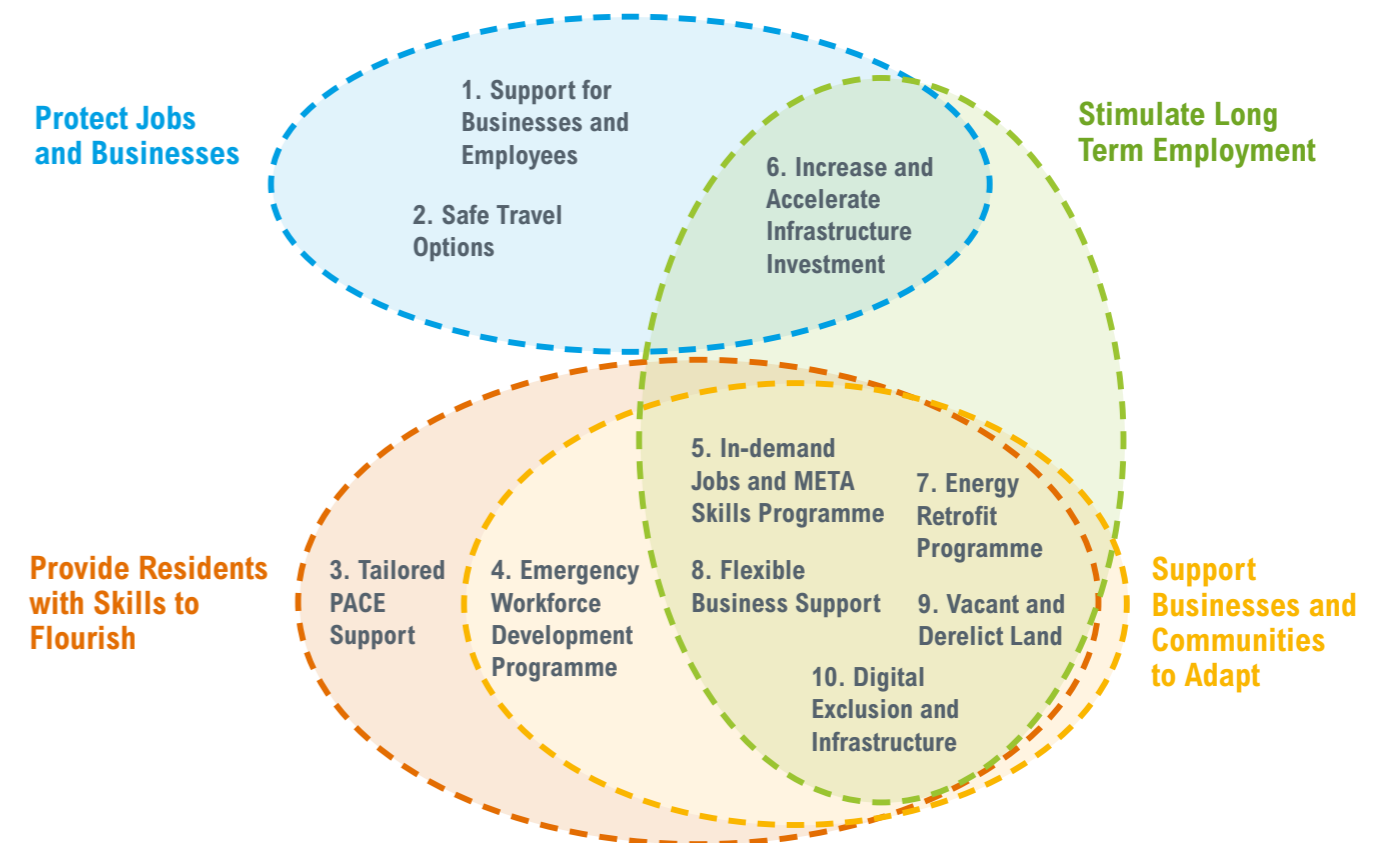
Glasgow City Region will prioritise its actions around four key themes:

Protect jobs and businesses	We will use all the resources at our disposal to ensure jobs are not lost and businesses can remain open.
Provide residents with the skills required to flourish in the future economy	Recognising that the crisis has accelerated shifts in consumer and business behaviour, the City Region will work across our partnership to ensure residents have skills to meet the emerging demands of the economy.
Stimulate new long term employment opportunities	The City Region's partners will identify and support areas where employment opportunities can be created that will provide people with the chance of a long term meaningful career.
Support Businesses and Communities to find new and innovative ways of adapting to the challenges posed by Covid-19 and beyond	Many businesses have already very successfully shifted their business processes and models to deal with the realities of the last few months. It is vital that they, and those that want to follow, are given the support to embed any benefits from the new ways of working that will address the major challenge of the climate emergency.

## Delivering the Themes

We will deliver a series of targeted programmes that will meet the needs identified.

They are designed to meet both the short term pressures and longer term challenges facing our residents and businesses.



# Our Approach

## PROTECT JOBS AND BUSINESSES

PROVIDE RESIDENTS WITH SKILLS TO  
FLOURISH IN THE FUTURE ECONOMY

STIMULATE LONG TERM EMPLOYMENT  
OPPORTUNITIES

SUPPORT BUSINESSES AND  
COMMUNITIES TO ADAPT

## Protect Jobs and Businesses

**Protecting jobs and hard-hit local businesses is critical.**

We will maximise UK Government and Scottish Government funding so that a comprehensive and enduring package of financial and business support is in place to secure the incomes of staff and businesses.

We recognise that it is our social/footfall dependent businesses which are being hardest hit. These businesses which have played a critical role in the renaissance of the region. It is vital that they are given targeted support to allow them to trade and flourish.

### WE WILL DO THIS BY:

1. Lobbying for the continuation of, and for additional support from central government to meet the specific needs of Glasgow City Region, its businesses and employees.
2. Supporting commuters and residents to travel safely into the City Centre and throughout GCR we will extend active travel options and provide safe, efficient, reliable and attractive public transport.

## Provide Residents with Skills to Flourish in the Future Economy

**It is sadly inevitable that as a result of restrictions on economic and social life, there will be significant job losses.**

The digital transformation brought about by Covid and changing ways of working means that some parts of our economy will have changed for the long term. From Brexit to the Climate Emergency, there are a range of policy priorities that will re-shape our economy.

It is vital that we provide all the necessary support to get our residents back into work as quickly as possible. It is equally as essential that money is spent wisely and residents are provided with skills to flourish in the future economy.

### WE WILL DO THIS BY:

3. **Establishing an enhanced package of Glasgow City Region Partnership Action for Continuing Employment (PACE) support to help those made redundant back into work or training.**
4. **Co-ordinating an emergency workforce development programme with responsibility for delivering a Regional skills programme that cuts across business, educational institutions, SDS and councils.**
5. **We will identify skills opportunities and in-demand jobs of the post-Covid economy, and focus on the need to improve literacy, numeracy, digital capability, as well as job specific skills for growing sectors of the economy so that to help our workforce adapt to the new labour market.**

## Stimulate New Long Term Employment Opportunities

**During times of economic recession, to prevent as much scarring on the economy and our communities as possible, it is critical government steps in where possible to fuel demand – and create the next wave of employment and address the climate emergency. This includes exploring manufacturing opportunities relating to green economic growth and the circular economy. Also, we will capitalise on emerging prospects for import substitution and reshoring.**

One of simplest ways is to expand infrastructure investment – including finding new ways to deliver projects.

**And, perhaps most excitingly, there is an emerging body of evidence that one of the most successful ways of stimulating the economy and create local jobs is through green growth.**

### WE WILL DO THIS BY:

6. **Engaging with the UK Government and Scottish Government to increase and accelerate investment in infrastructure to provide short term economic stimulus and to create jobs and drive green economic growth as we move into the post-Covid period.**
7. **Improving the quality of housing, creating jobs, and delivering on our shared commitment to net zero carbon emissions we will develop a proposal to deliver a housing energy efficiency retrofit programme.**

## Supporting Businesses and Communities to Adapt

**Some businesses are already finding new ways of working.**

This innovation needs nurtured with knowledge transferred from those who have successfully adapted to other businesses, helping to boost their resilience.

We know that recessions hit the most vulnerable members of society the hardest. We need to expand our efforts to empower local residents to develop solutions that best meet their needs. In doing so, striving to create an equitable recovery, challenge existing inequalities, and respond to the climate emergency.

### WE WILL DO THIS BY:

8. **Enabling businesses to innovate, adapt and become more resilient, City Region partners will work together to provide additional business support with a focus on digital and decarbonisation.**
9. **Applying a Community Wealth Building approach to reduce the amount of Vacant and Derelict land across the City Region, bringing land back into use for commercial, greenspace, or community benefit.**
10. **Developing an action plan that will help our most disconnected residents overcome the barriers – affordability of connection, lack of skills, or lack of interest – that lead to digital exclusion. We will also work with the private sector to accelerate the roll out of digital infrastructure across the City Region**

## Kevin Rush

DIRECTOR OF REGIONAL ECONOMIC GROWTH



**The scale of the challenge from Covid-19 faced by the Region is substantial.**

While no country or region has been spared, we recognise what lies ahead for Glasgow City Region will involve job losses, redundancies, significant risks to businesses in certain sectors and a detrimental impact on young people and their future opportunities.

But work to understand the key issues, priorities and also the emerging opportunities has helped us to identify the best solutions and bring forward new ideas to protect the Region. The reality is that it is not going to be easy. However, we are not alone in facing these difficulties. We have a strong Recovery Plan which will be delivered by our eight councils together with key partners, including Scottish Enterprise and Skills Development Scotland.

We have the support of government and we have substantial funding for the City Deal infrastructure programme. The City Deal is absolutely fundamental to the Region's economic recovery and will help to protect local jobs and businesses through these difficult months.

We will continue to work with government partners to accelerate, prioritise, and expand infrastructure capital investment, particularly on significant transformational projects such as Clyde Mission, Ravenscraig, the Metro and our emerging innovation districts. These projects will draw vital investment to the Region, create jobs and opportunities for businesses and support a green recovery.

We support the transition to a low carbon and climate resilient City Region and endorse the publication of our draft climate change adaptation strategy, currently under consultation. We are on the cusp of real transformation in relation to a cleaner, greener economy and society. The rhetoric of a green recovery must be backed by tangible action that can make a real difference to our communities and generate jobs. This is why proposals for a major housing retrofit programme are put forward in this report. This offers huge opportunities but also big challenges in how we manage it in ways that protect workers, businesses and the wider economy as we make such a major shift. The hosting of COP26 in Glasgow next year will put a spotlight on our ambitions and equally add greater momentum to accelerate work on this transformation. We must use this too as an opportunity to reconfigure how we go about our business, to instil greater equality and to nurture the people, skills and industry that will be required to support, build and maximise economic growth from the green economy.

Next year we will publish a refreshed Regional Economic Strategy. This will set out our long term objectives to restart the Regional economy and build on the foundations set out in this Recovery Plan, adapting to the challenges of Covid-19 as the picture continues to evolve.

We recognise the challenge ahead of us. However, our partnership and the people within it provide a strong foundation on which to build on the success of the past six years. We have much to look forward to and an opportunity to re-shape our Region, its people, businesses, economy and future resilience.

# Action Plan, Tasks and Lead Partners

## PROTECT JOBS AND BUSINESSES

ACTION	TASKS AND ENABLERS	LEAD DELIVERY PARTNER
<b>1. We will lobby for the continuation of, and for additional support from central government to meet the specific needs of Glasgow City Region, its businesses and employees.</b> The UK Government and Scottish Government should continue to provide support to both employees and businesses impacted due to Covid and restrictions, and during the period of recovery  National government should continue to provide the Coronavirus Job Retention Scheme ('the Furlough scheme') offering employees 80% of their salary and minimising contribution from employers in order to retain staff. Business premises forced to close or heavily restrictions should receive monthly grants from national government to support then during the period when Covid restrictions apply.	<b>Short term:</b> Glasgow City Region to engage with the UKG and SG.	UK Government and Scottish Government
	<b>Short term and Ongoing:</b> GCR Local authorities will effectively administer and deliver the available grant and loan funding to support businesses in the City Region.	Glasgow City Region Local Authorities
<b>2. To support commuters and residents to travel safely into the City Centre and throughout GCR we will extend active travel options and provide safe, efficient, reliable and attractive public transport.</b>  Safe and efficient transport connections are vital for our economy and communities while we are living with Covid. Giving commuters access to workplaces and allowing residents to access retail and hospitality businesses, both in the City Centre and in towns across GCR, is a priority for our economy.  The GCR Transport Transition Plan (TTP) Group brings together eight local authorities in the City Region, Transport Scotland and Strathclyde Partnership for Transport (SPT) to plan a coordinated response to the transport and travel challenges presented by Covid-19 and to support the national Transport Transition Plan. The TTP group has worked collaboratively in supporting delivery of active travel measures and ensuring safe and efficient public transport to support commuters and residents, securing nearly £10 million from the Spaces for People programme for a wide range of measures that support physical distancing and active travel.	<b>Short term:</b> Transport Transition Plan Group to deliver the infrastructure improvements funded through the GCR allocation from the SG's Bus Priority Rapid Deployment Fund.	Transport Transition Plan Group
	<b>Short term:</b> The newly formed Glasgow City Region Bus Partnership will develop proposals for funding to be submitted to the Scottish Government's £500 million 'Bus Partnership Fund'.	Glasgow City Region Bus Partnership
	<b>Medium Term:</b> The Glasgow City Region Strategic Transport Projects Review Group will develop proposals for major transport projects across Glasgow City Region that will be submitted to Transport Scotland's Strategic Transport Project Review 2.	Glasgow City Region Strategic Transport Review Group

## PROVIDE RESIDENTS WITH THE SKILLS REQUIRED TO FLOURISH IN THE FUTURE ECONOMY

ACTION	TASKS AND ENABLERS	LEAD DELIVERY PARTNER
<p><b>3. We will establish an enhanced package of Glasgow City Region PACE support to help those made redundant back into work or training.</b></p> <p>Providing support to those who have been or are about to become unemployed is a priority and we will work with SDS, the national lead for PACE, and the DWP to ensure that the service in Glasgow City Region is responsive and collaborative. As additional resources become available from the Scottish Government, we will liaise with SDS to identify potential gaps and opportunities to augment the services provided to those facing redundancy.</p>	<p><b>Short Term:</b> Skills Development Scotland and local authorities to identify and implement opportunities to enhance the GCR PACE support package.</p>	<p>Skills Development Scotland and Glasgow City Region local authorities</p>
<p><b>4. Coordinating an emergency workforce development programme with responsibility for setting a regional skills programme that cuts across business, educational institutions, SDS and councils.</b></p> <p>While the councils deliver the national skills and employment packages such as the Youth Guarantee and Kickstart, Skills Development Scotland will lead the development of an emergency workforce development programme that will deliver relevant skills training to help our residents meet the demand for skills in sectors where there is jobs growth, such as Health and Social Care; Digital Technologies; energy efficiency retrofit; Logistics; Construction; Financial and Business Services.</p> <p>SDS have already started to engage with partners and colleges to provide a coherent, regionally sensitive, COVID labour market response across the City Region and produce proposals for a new retraining offer focused on helping those at greatest risk of unemployment.</p>	<p><b>Short term:</b> Develop an emergency workforce development programme.</p>	<p>Skills Development Scotland, Colleges, Universities and City Region Local Authorities</p>
<p><b>5. We will identify skills opportunities and in-demand jobs of the post-Covid economy, and focus on the need to improve literacy, numeracy, digital capability, as well as job specific skills for growing sectors of the economy to help our workforce adapt to the new labour market.</b></p> <p>The changes brought about by Covid are still playing out, but they will be significant in both scale and scope. Alongside other factors such as automation and other technological advances, changes to the structure of our regional economy have been fast tracked by the pandemic resulting in a greater requirement to prioritise reskilling and upskilling of our workforce. We will engage with the Scottish Government and its skills agencies to increased Regional decision making in skills planning and investment that focuses on literacy and numeracy, and foundational and advanced digital capability.</p> <p>To remain competitive and plan effectively we require a thorough knowledge of where the demand for jobs exists, and how we can bridge the skills gap to upskill and reskill our workforce to meet the demand. This will include a focus on meta skills such as self management, social intelligence, and innovation, which will be needed to respond to the accelerating digitalisation of the economy<sup>(1)</sup>.</p> <p>This will require colleges and universities to be responsive to changing the timescale and the way that learning is delivered. We will engage with Scottish Government, Skills Development Scotland and the Scottish Funding Council for increased Regional decision making in skills planning and investment.</p>	<p><b>Medium term:</b> Identify and focus our skills response towards the jobs of the future economy.</p>	<p>Skills Development Scotland</p>

(1) Skills Development Scotland's 'Skills 4.0'

## STIMULATE NEW LONG TERM EMPLOYMENT OPPORTUNITIES

ACTION	TASKS AND ENABLERS	LEAD DELIVERY PARTNER
<p><b>6. Engaging with the UK Government and Scottish Government to increase and accelerate investment in infrastructure to provide short term economic stimulus and to create jobs and drive green economic growth as we move into the post-Covid period.</b></p> <p>We will seek to secure additional infrastructure investment from the UK Government and Scottish Government to support projects that will drive short term economic growth, through 'ready to go' projects that can be implemented quickly. We have identified 60 'ready to go projects'. These projects will deliver and support a range of infrastructure, commercial, and residential projects totaling £420 million and ranging in value from £300,000 to £40 million.</p> <p>We will engage with the Scottish Government and UK Government to work with us to identify and provide additional infrastructure investment and to accelerate the decision making process around the delivery of major transformational infrastructure projects such as Mission Clyde, a Metro, AMIDS, the Ravenscraig site, and investment in a new film and TV studio in the Kelvin Hall – these are projects that will deliver economic benefits both regionally and nationally in the medium to long term.</p> <p>The new Scottish National Investment Bank (SNIB) offers the opportunity to invest in Glasgow City Region's recovery and our Regional infrastructure. We will engage with the SNIB to identify opportunities for investment in the GCR.</p>	<p><b>Short term:</b> We will engage with the UK Government and Scottish Government to secure available funding to deliver immediate economic stimulus by investing in our identified 'ready to go' infrastructure projects.</p>	<p>UK Government and Scottish Government</p>
	<p><b>Short term:</b> Engage with the Supplier Development Programme to help SME's secure contracts.</p>	<p>City Region local authorities and Supplier Development Programme</p>
	<p><b>Short term:</b> We will develop a Regional Capital Investment Plan to co-ordinate infrastructure investment and maximise the economic and social benefits across the eight local authorities and other partners such as higher education, Scottish Enterprise, and NHS.</p>	<p>Glasgow City Region PMO</p>
	<p><b>Short term:</b> We will create a Glasgow City Region Sustainable Procurement Strategy, supported by the Scottish Government's community wealth building support, to maximise the benefits secured through public sector investment, with a focus on construction.</p>	<p>Scottish Government and Glasgow City Region Sustainable Procurement Strategy Group</p>
	<p><b>Medium term:</b> We will engage with the UK Government and Scottish Government to provide additional resources to deliver major transformational infrastructure projects.</p>	<p>UK Government and Scottish Government</p>
	<p><b>Medium term:</b> Scottish Government will engage with the Glasgow City Regional Partnership and Cabinet in order to accelerate the delivery of investment in the Mission Clyde initiative.</p>	<p>Scottish Government</p>
	<p><b>Short term:</b> We will attract investment in our Regional economy by developing the Glasgow City Regional Investment Prospectus to showcase that we continue to be a great place in which to locate and grow your business. The development of the Regional Investment Prospectus, led by Scottish Enterprise, will identify those key development opportunities throughout the City Region and put in place a bespoke package of marketing and promotional support.</p>	<p>Scottish Enterprise</p>

STIMULATE NEW LONG TERM EMPLOYMENT OPPORTUNITIES

ACTION	TASKS AND ENABLERS	LEAD DELIVERY PARTNER
<p><b>7. To create jobs, improve the quality of housing, and deliver on our shared commitment to net zero carbon emissions we will develop a proposal to deliver a housing energy efficiency retrofit programme.</b> This will reduce fuel poverty, cut carbon emissions and create meaningful local jobs. This proposal will be submitted to the UK Government and Scottish Government.</p> <p>In the face of an employment crisis brought about by the pandemic this will create a significant number of jobs, contribute to UK Government and Scottish Government commitments to achieve net-zero carbon emissions, greater energy security, lower household energy bills, warmer homes and better health outcomes through reduced fuel poverty.</p> <p>We know the extent of the challenge - there are over 236,000 homes across Glasgow City Region that would benefit from home insulation and improved energy efficiency, and these are often in our most deprived communities. We estimate that it will cost approximately up to £25,000 per property<sup>(2)</sup> to install energy efficient home insulation and to reduce carbon emissions by using clean energy technology. Our proposal is to develop a ten year £5 billion investment programme that will upgrade the insulation for all properties in the City Region that need it and to explore the use of innovative renewable technologies to deliver clean energy. Delivering a timely comprehensive programme of investment in home energy efficiency and clean energy will have the added benefit of helping us to avoid projected future skills shortages and rising labour costs in the construction sector.</p> <p>This would require a sustained 10 year investment that would support over 75,000 jobs and generate £4.4 billion in Gross Value Added (GVA) across the City Region. In addition to the employment and economic benefits, widespread insulation across the City Region could remove 10.7 million tonnes of carbon emissions per annum. The certainty provided by a long term programme of investment in residential energy efficiency and clean energy will offer significant opportunities for local companies to grow exponentially in order to deliver this ambitious programme of work. It would also create supply chain opportunities for local manufacturing companies to grow and for new businesses to locate within the City Region and create sustainable jobs.</p> <p>If we can secure funding from government to deliver our ambitious home energy retrofit plans then we will establish a small technical team to develop the 10 year programme, create economics of scale, leverage funding from other sources, set consistent technical solutions for different stock types, and to liaise with the private sector, FE and skills providers, and to coordinate delivery across City Region.”</p>	<p><b>Short term:</b> Develop and scope a high level proposal to be submitted to the UK Government and Scottish Government.</p>	<p>Glasgow City Region PMO</p>

<sup>(2)</sup> The cost will vary depending on the type and age of the property. The costs are based on the average costs per property set out in the BEIS Report ‘report “What Does It Cost to Retrofit Homes?” (2017)

## SUPPORT BUSINESSES AND COMMUNITIES TO FIND NEW AND INNOVATIVE WAYS OF ADAPTING TO THE CHALLENGES POSED BY COVID-19 AND BEYOND

ACTION	TASKS AND ENABLERS	LEAD DELIVERY PARTNER
<p><b>8. To enable businesses to innovate, adapt and become more resilient, City Region partners will work together to provide additional business support with a focus on digital and decarbonisation.</b> This support will complement the existing business support services delivered by local authorities and SE.</p>	<p><b>Short term:</b> Implementation of additional, focussed business support measures.</p>	<p>Scottish Enterprise, supported by the Economic Delivery Group</p>
<p><b>9. Breaking the link between our most deprived communities and the proximity to vacant and derelict land (VDL)</b> we will use a Community Wealth Building approach to reduce the amount of VDL across the City Region, bringing land back into use for commercial, greenspace, or community benefit.</p> <p>Bringing vacant and derelict sites back into use could help to solve some of our biggest challenges – create jobs and economic benefits, tackle climate change and improve the health and wellbeing of local residents.</p> <p>Glasgow City Region has 50% of the 3,510 sites on Scotland’s Vacant and Derelict Land Register. These sites are a blight on communities, often those already in the lowest SIMD datazones. They have a negative environmental impact, and are a wasted opportunity. Of the VDL sites located in GCR, 74% (545 sites) are located within the SIMD 10% most deprived datazones.</p> <p>Our Action Plan will offer concrete, practical proposals to be implemented, rather than a strategy or generic suggestions. Bringing vacant and derelict land back into use will require us to consider:</p> <ul style="list-style-type: none"> <li>• prioritising those sites that are in the proximity of communities in the bottom 10% of SIMD datazones;</li> <li>• engaging with the Scottish Government to speed up and streamline the existing powers available to councils to acquire and assemble land;</li> <li>• asking the UK Government and Scottish Government to provide additional multi year funding at a level that will allow us to significantly reduce the levels of vacant and derelict land in the city region;</li> <li>• developing a menu of actions and sources of funding that will allow small plots of V&amp;DL to be brought back into use to benefit communities through permanent and temporary greening, and other community purposes such as growing food; and</li> <li>• Investigate establishing a regional investment fund, similar to the Greater Manchester Combined Authority Investment Fund, which would be focussed on bringing priority VDL sites back into use.</li> </ul>	<p><b>Short term:</b> We will develop a Glasgow City Region VDL Action Plan.</p>	<p>Scottish Government, supported by Scottish Enterprise, Clydeplan and local authorities</p>
<p><b>10. Living with Covid has demonstrated that affordable and accessible digital connectivity is more important than ever before. Affordable broadband is a utility that allows residents to access services, training, working from home, and staying in touch with friends and family. We will develop an action plan that will help our most disconnected residents overcome the barriers – affordability of connection, lack of skills, or lack of interest – that lead to digital exclusion.</b></p> <p>Delivery of digital infrastructure is key to Glasgow City Region’s connectivity and digital ambitions for residents and businesses. We will engage with the private sector to accelerate the roll out of digital infrastructure across the City Region.</p>	<p><b>Short term:</b> Engaging with the private sector, social housing providers, and public sector partners, we will develop a proposal to the Regional Economic Partnership that addresses the barriers to digital connectivity.</p>	<p>Glasgow City Region Programme Management Office</p>