

# Agenda



## West Dunbartonshire Council

**Date:** Wednesday, 26 May 2021

---

**Time:** 10:00

---

**Format:** Video Conference

---

**Contact:** Christine McCaffary, Senior Democratic Services Officer  
Email: [christine.mccaffary@west-dunbarton.gov.uk](mailto:christine.mccaffary@west-dunbarton.gov.uk)

Dear Member

Please attend a meeting of **West Dunbartonshire Council** as detailed above.

The Convener has directed that the powers contained in Section 43 of the Local Government in Scotland Act 2003 will be used and Members will attend the meeting remotely.

The business is shown on the attached agenda.

Yours faithfully

**JOYCE WHITE**

Chief Executive

### Distribution:-

Provost William Hendrie  
Bailie Denis Agnew  
Councillor Jim Bollan  
Councillor Jim Brown  
Councillor Gail Casey  
Councillor Karen Conaghan  
Councillor Ian Dickson  
Councillor Diane Docherty  
Councillor Jim Finn  
Councillor Daniel Lennie  
Councillor Caroline McAllister

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  
Chief Officers

Date of issue: 13 May 2021

### **Audio Streaming**

Please note: the sound from this meeting may be recorded for live and subsequent audio streaming via the Council's internet site. At the start of the meeting, the Chair will confirm if all or part of the meeting is being audio streamed.

Audio recordings of the meeting (including the attendance or contribution of any party participating or making a contribution) will be published on the Council's website and the Council's host's webcast/audio stream platform.

You should be aware that the Council is a Data Controller under the General Data Protection Regulation. Data collected during this audio stream will be retained in accordance with the Council's [Privacy Notice](#)\* and Retention Schedules including, but not limited to, for the purpose of keeping historical records and making those records available via the Council's internet site.

If you have any queries regarding this and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact Peter Hessem, Chief Officer – Regulatory and Regeneration on 01389 737800.

# **WEST DUNBARTONSHIRE COUNCIL**

**WEDNESDAY, 26 MAY 2021**

## **AGENDA**

### **1 STATEMENT BY CHAIR**

### **2 APOLOGIES**

### **3 DECLARATIONS OF INTEREST**

Members are invited to declare if they have an interest in any of the items of business on this agenda and the reasons for such declarations.

### **4 RECORDING OF VOTES**

The Council is asked to agree that all votes taken during the meeting will be done by roll call vote to ensure an accurate record.

### **5 MINUTES OF PREVIOUS MEETINGS**

**9 - 42**

Submit for approval the undernoted Minutes of Meetings of West Dunbartonshire Council:-

- (a) Special Meeting - 24 February 2021
- (b) Ordinary Meeting – 24 February 2021
- (c) Ordinary Meeting – 3 March 2021 and
- (d) Ordinary Meeting - 22 March 2021

### **6 MINUTES OF AUDIT COMMITTEE**

**43 - 46**

Submit for information, and where necessary ratification, the Minutes of Meeting of the Audit Committee held on 18 November 2020.

### **7 OPEN FORUM**

The following questions have been submitted:-

**(a)/**

**(a) Question from Susan Dick – Land owned by Susan Dick**

I would like to know what actual steps are being taken to come to an amicable solution to the situation in regards to removal of land from my ownership.

I don't want to know what you are saying you are doing I want to know what you are actually doing as up to now these have been very different activities and nothing has moved on in the last 8 yrs - since our knowledge of these plans came to light.

I'd like the answer to include what has been and what will be done to source suitable alternative land, visits to potential suitable sites and testing/preparation of suitable sites. I do not wish to be told of the offering of unsuitable land on a leased basis as that's not an attempt to come to an amicable solution.

The answer should also include what do you intend to do to resolve amicably the issue of the graves and bodies of the 2 deceased ponies on site.

Timescales should also be included in the answer.

The main but not the only concerns I have are the provision of a suitable forever home for my chronically ill ponies, the safeguarding of the graves of the 2 ponies buried on site and the provision of a suitable venue which will allow me to continue with the pony therapy business.

**(b) Question from Graham Parton – Land at Milton as part of Exxon Deal**

I am the partner of Susan Dick who is the owner of the land you wish to acquire. Land at Milton as part of Exxon deal.

Susan and myself have been nothing other than accommodating over this issue, we have always answered promptly and supplied all information asked for.

A few weeks ago and not for the first time more contractors have accessed our land seemingly under the impression that it belonged to West Dunbartonshire Council.

They have actually dug up our road, destroyed trees and fencing and dumped rubble onto the field. We have confirmation that this was caused by WDC.

There have as mentioned above been other occasions when either damage has been caused by your contractors or contractors have been on our land without prior notification and of course surveys have also been carried out without our prior knowledge or consent. The damage caused during soil testing by WDC contractors which I am not allowed to mention is a separate incident to this most recent one.



A partial flood survey was carried out without permission and damage was caused a few years ago, a tree survey carried out without permission and a bat survey again without permission. These are just the ones we know about. Either discovered due to the resultant damage caused or because we read the reports in the Exxon planning documents.

Why are we not notified of these excursions onto our land and why is the damage not owned up to and compensated for?

You all know our contact details and so I'd like to know why you don't notify us beforehand nor pay for the resultant damage

**8      GLASGOW CITY REGION CITY DEAL - UPDATE      47 - 132**

Submit report by the Chief Officer – Regulatory and Regeneration providing an update on the implementation of the Glasgow City Region, City Deal.

**9      COVID-19 UPDATE      To Follow**

Submit report by the Chief Executive on the above.

**10      RESPONSE TO MOTION TO COUNCIL – 3 MARCH 2021      133 - 137**  
**KILPATRICK HILLS**

Submit report by the Chief Officer – Shared Services Roads and Neighbourhood providing a response to the motion approved at the West Dunbartonshire Council meeting held on 3 March 2021 in relation to the use of Kilpatrick Hills.

**11      USE AND PAYMENT OF CASUAL WORKERS      139 - 150**

Submit report by the Chief Officer – People and Technology providing a summary of the use and payment of casual workers over the last year (2020/21).

**12      OLDER PEOPLE'S CHAMPION      151 - 160**

Submit report by the Chief Officer – Citizens, Culture & Facilities on a request from the Scottish Older People's Assembly (SOPA) and Age Scotland for all local authorities to consider appointing an Elected Member as an Older People's Champion.

**13/**

## 13 NOTICE OF MOTIONS

### **(a) Motion by Councillor Jim Bolla – Leamy Foundation**

Council agrees in principle to accept the Leamy Foundation, a registered charity, No SC045684, as a "Strategic Partner" subject to successful negotiations between the relevant Council officers, the Leamy trustees, plus final approval by WDC. The Leamy Foundation currently works in partnership with WDC Greenspace on various projects and with Education on the "Learn & Grow" project across our Schools and Nurseries. Council agrees discussions between both parties should start as soon as practicable

### **(b) Motion by Councillor Daniel Lennie - Proposed Memorials at Clydebank, Dumbarton and Vale of Leven**

The Council acknowledges the heartache, pain and suffering that the Covid19 pandemic inflicted upon local residents in both halves of the local authority area.

Council recognises the calls by our communities for some sort of memorial to allow us to recognise and commemorate the loss of loved ones.

The memorial could be in the form of a garden, a plaque, a public artwork or other physical representation where families could attend throughout the year at a time of significance to them such as a birthday, religious holiday or the date the family member died.

There could also be an option of an annual day of remembrance, where family and friends come together for a service of remembrance.

In addition, the commemoration could also make reference to all the key workers who provided help and support throughout the public health emergency and who often comforted families and loved ones in their time of need.

The location and type of memorial should be decided by the residents of Clydebank and Dumbarton and the Vale of Leven respectively.

The council should contribute to the costs but we should also open this up to public subscription so that individuals and groups can have an opportunity to contribute and so they can help to shape the final memorial for Clydebank and the one for Dumbarton and the Vale of Leven.

A full report should be brought to a future Council meeting for consideration by Councillors which should include feedback from our communities.

The report should be mindful that some vulnerable people may have died in the early pandemic in our communities and in care homes when testing was not readily available.

**(c) Motion by Councillor David McBride – Delivery of Services during Public Health Emergency**

This Council acknowledges the challenges faced by all our staff in delivering effective services to residents during the public health emergency.

A concern highlighted by residents has been the difficulty in contacting the council, this has included the phones going unanswered; and for those who do get through they can find themselves being passed from pillar to post with no resolution.

In addition, tenants who have submitted enquires via email, have also highlighted that they have been unlikely to receive a response from Council staff.

There are issues of concern around claims that Occupational Therapy assessments now have waiting lists over a year long. This service is vital to vulnerable adults who have suffered health issues such as a stroke which has impacted on their mobility and independence. Without an OT assessment, they are unable to receive the aids and adaptation needed to allow them to live comfortably at home.

Another concern raised by residents are the delays for those who are awaiting notification about council housing or a move to another tenancy. It appears that these families have been significantly impacted during COVID. An example of this is that tenants are experiencing stress and anxiety as they have often all been stuck at home during the pandemic in housing which is overcrowded and have nowhere else to go to causing a detrimental effect on their mental health.

This Council is also concerned about the backlog in housing repairs. In particular tenants want to know how long it will take to clear the existing emergency repairs; they also want a timeline of when outstanding routine repairs that are already in the system will be completed; and finally, they want to know when the council will open up to taking on new repairs which they have been unable to report over the last year.

Given the above concerns, this Council calls for a full report to be presented to the June Council meeting for consideration by elected members.



**WEST DUNBARTONSHIRE COUNCIL**

At a Special Meeting of West Dunbartonshire Council held by Video Conference on Wednesday, 24 February 2021 at 1.03 p.m.

**Present:** Bailie Denis Agnew and Councillors Jim Bollan, Jim Brown, Karen Conaghan, Ian Dickson, Diane Docherty, Jim Finn, Caroline McAllister, Douglas McAllister, David McBride, Jonathan McColl, Iain McLaren, Marie McNair, John Millar, John Mooney, Lawrence O'Neill, Sally Page, Martin Rooney and Brian Walker.

**Attending:** Joyce White, Chief Executive; Peter Barry, Chief Officer – Housing & Employability; Beth Culshaw, Chief Officer – Health & Social Care Partnership; Peter Hissett, Chief Officer – Regulatory & Regeneration (Legal Officer); Stephen West, Chief Officer – Resources; Elaine Troup, Communities Manager; and Craig Stewart, Committee Officer.

**Apologies:** Apologies for absence were intimated on behalf of Provost William Hendrie and Councillors Gail Casey and Daniel Lennie,

**Depute Provost Karen Conaghan in the Chair**

**STATEMENT BY CHAIR**

The Depute Provost advised that the meeting was being audio streamed and broadcast live to the internet and would be available for playback.

**DECLARATIONS OF INTEREST**

It was noted that there were no declarations of interest in any of the items of business on the agenda.

**RECORDING OF VOTES**

The Council agreed that all votes taken during the meeting would be done by roll call vote to ensure an accurate record.

## REVIEW OF THE SCHEME FOR THE ESTABLISHMENT OF COMMUNITY COUNCILS

A report was submitted by the Chief Officer – Housing & Employability seeking Council's approval to commence the review of the Scheme for the Establishment of Community Councils.

After discussion and having heard the Chief Officer – Housing & Employability and the Communities Manager in further explanation and in answer to Members' questions, Council agreed to approve the Review proceeding based on the timetable contained in Appendix 1 to the report, with the exception that the 8 week timescale in terms of giving public notice of intention to amend the Scheme should be extended to a 16 week period instead, **closing on 29.06.21** (Public Notice 1 refers).

The meeting closed at 1.33 p.m.

**WEST DUNBARTONSHIRE COUNCIL**

At a Meeting of West Dunbartonshire Council held by video conference on Wednesday, 24 February 2021 at 2.00 p.m.

**Present:** Bailie Denis Agnew and Councillors Jim Bollan, Jim Brown, Gail Casey, Karen Conaghan, Ian Dickson, Diane Docherty, Jim Finn, Daniel Lennie, Caroline McAllister, Douglas McAllister, David McBride, Jonathan McColl, Iain McLaren, Marie McNair, John Millar, John Mooney, Lawrence O'Neill, Sally Page, Martin Rooney and Brian Walker.

**Attending:** Joyce White, Chief Executive; Angela Wilson, Chief Officer – Supply, Distribution & Property; Richard Cairns, Strategic Adviser; Beth Culshaw, Chief Officer, Health & Social Care Partnership (HSCP), Peter Hissett, Chief Officer – Regulatory & Regeneration (Legal Officer); Stephen West, Chief Officer – Resources; Peter Barry, Chief Officer – Housing & Employability; Victoria Rogers, Chief Officer – People & Technology; Malcolm Bennie, Chief Officer – Citizen, Culture & Facilities; Laura Mason, Chief Officer - Education; Gail MacFarlane, Chief Officer – Roads & Neighbourhood; Jo Gibson, Head of Health & Community Care, HSCP; George Hawthorn, Manager – Democratic & Registration Services; Michael McGuinness, Manager – Regeneration; Gillian McNeilly, Finance Manager; and Craig Stewart, Committee Officer.

**Also Attending:** Zahrah Mahmood, Senior Auditor, Audit Scotland.

**Apology:** An apology for absence was intimated on behalf of Provost Hendrie.

**Depute Provost Karen Conaghan in the Chair**

**STATEMENT BY CHAIR**

The Depute Provost advised that the meeting was being audio streamed and broadcast live to the internet and would be available for playback.

## **DECLARATIONS OF INTEREST**

It was noted that there were no declarations of interest in any of the items of business on the agenda.

## **RECORDING OF VOTES**

The Council agreed that all votes taken during the meeting would be done by roll call vote to ensure an accurate record.

## **MINUTES OF PREVIOUS MEETINGS**

The Minutes of Meetings of the following West Dunbartonshire Council meetings were all submitted and approved as correct records:-

- (1) Ordinary meeting - 25 November 2020 and reconvened on 16 December 2020;
- (2) Ordinary meeting - 16 December 2020; and
- (3) Special meeting - 7 January 2021.

## **OPEN FORUM**

The Council noted that no open forum questions had been submitted by members of the public.

## **GLASGOW CITY REGION CITY DEAL UPDATE**

A report was submitted by the Chief Officer – Regulatory and Regeneration providing an update on the progress with the implementation of the Glasgow City Region, City Deal.

After discussion and having heard the Chief Executive and relevant officers in further explanation of the report and in answer to Members' questions, the Council agreed:-

- (1) to note the progress of the Glasgow City Region (GCR); and
- (2) to note progress of the Council's City Deal project for the Exxon site.

## **COVID-19 UPDATE**

A report was submitted by the Chief Executive:-



- (a) providing Members with an update in relation to COVID-19 in West Dunbartonshire since the previous update report to the Special Council meeting in January 2021; and
- (b) providing Members with up-to-date information on the additional support and advice that the Council was providing to communities and businesses across West Dunbartonshire to help alleviate the impact of COVID-19.

After discussion and having heard the Chief Officer – Resources in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to note the information provided on COVID-19 in West Dunbartonshire since the update provided to the January 2021 Council meeting;
- (2) to 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;
- (3) if 'in person' Committee meetings are possible in April 2021, that the Planning and Tendering Committees fixed for 21 April 2021 take place in Clydebank Town Hall to accommodate the planned change in venue for the opening of postal votes for the May 2021 elections;
- (4) to approve the extension of contracts for the Covid-19 school cleaners with funding anticipated from the Scottish Government or from allowed flexibilities within existing budgets;
- (5) to approve the recommended approach in regard to the further funding from the Loss of Income Scheme to pass to the Leisure Trust the appropriate share of funding as described in paragraph 6.6 of the report; and
- (6) that officers be requested to prepare a detailed report on the numbers of casual workers employed by West Dunbartonshire Council who have not been offered any hours during the pandemic. (NB: This report would be brought to the 22 March Council Meeting for Members' consideration).

### **GENERAL SERVICE BUDGET 2021/22 UPDATE**

A report was submitted by the Chief Officer – Resources providing an update in relation to the budget process for 2021/22 to 2023/24.

After discussion and having heard the Chief Officer – Resources in further explanation of the report and in answer to Members' questions, the Council agreed:-

- (1) to note the updated position regarding the settlement announced by the Scottish Government on 28 January 2021;
- (2) to note the updated projected funding gap for 2021/22 as £2.881m;

- (3) to note that this projected position was subject to amendment as the settlement implications for the Council and as all other assumptions are clarified and revised between now and setting the budget;
- (4) to agree to a delay in setting the General Services Revenue and Capital budgets to a meeting of Council to be held on 22 March 2021 at 10.00 a.m.;
- (5) to note the Council requires to set the Council Tax by 3 March 2021 and as a result of the Scottish Government's additional grant funding linked to a Council Tax freeze, that Council agrees a Council Tax freeze for 2021/22, i.e. Council tax levels to be maintained at 2020/21 levels;
- (6) to note the advice regarding setting the Council Tax in advance of the 2021/22 revenue budget; and
- (7) to note the appended list of savings options and the range of other methods identified in the report that have been developed by officers for Members consideration.

### **ADJOURNMENT**

The Council agreed to adjourn for a short time to allow for a comfort break.

The meeting reconvened at 4.23 p.m. with all those shown in the sederunt present.

### **GENERAL SERVICES BUDGETARY CONTROL REPORT PERIOD 10**

A report was submitted by the Chief Officer – Resources advising on both the General Services revenue budget and the approved capital programme to 31 January 2021.

The Council agreed:-

- (1) to note that the revenue account currently showed a projected annual adverse variance of £2.450m (1.03% of the total budget);
- (2) to note that of this projection £2.402m was due to the projected impact of COVID-19 and the underlying position would be £0.046m adverse; and
- (3) to note that the capital account showed that expenditure and resource use for 2020/21 was lower than budgeted by £28.381m (39.45% of budget), made up of £28.607m (39.76% of budget) relating to project slippage, partially offset by £0.225m relating to an in year overspend.

## **HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT PERIOD 10**

A report was submitted by the Chief Officer – Housing and Employability providing an update on the financial performance to 31 January 2021 (Period 10) of the HRA revenue and capital budgets for 2020/21.

The Council agreed:-

- (1) to note that the revenue account currently showed a projected annual favourable variance of £2.322m (5.26% of the total budget), of which £2.439m was COVID-19 related; and
- (2) to note the net projected annual position in relation to relevant capital projects which was highlighting an in-year variance of £13.001m (21.70%) due to projected slippage of £15.153m (25.29%) and an overspend of £2.152m (-3.59%).

### **NOTICE OF MOTIONS**

#### **(a) Motion by Councillor Jim Bollan – Scheme of Assistance**

Councillor Bollan moved:-

Under the current "Scheme of Assistance" for disabled homeowners wishing to install an aid or adaptation within their property, WDC has two levels of grants: mandatory attracting a minimum of 80% of the cost and discretionary attracting a minimum of 50%. Both grants can be increased to 100%, subject to means testing.

Mandatory grants cover kitchen and bathroom aids and adaptations, such as lowering of kitchen worktops, or the installation of showers.

Discretionary grants include aids to mobility, such as installing ceiling hoists, or stairlifts.

Council now recognises this division is artificial as both grants facilitate Article 19 of the UN Convention of Rights for People with Disabilities: the right to independent living within the community, and therefore agrees to amend the SOA by deleting references to discretionary grants.

All grants of the types noted above, not exhaustive list, will if approved by an occupational therapist be 80% mandatory, and can be raised to 100%. Any additional costs to be met from reserves.

The Council agreed the motion.

#### **(b) Motion by Councillor Sally Page – Litter Strategy**

Councillor Page moved:-

This Council agrees to bring a report to Full Council in the next few months with a litter strategy for the whole of West Dunbartonshire.

This would include how to work more effectively with Loch Lomond & the Trossachs National Park, Scottish Enterprise, Transport Scotland and how to make better use of the Community Payback Team in helping address this problem. Also to revise how litter prevention is taught in schools.

To consider if the Council need to invest more money in addressing this issue.

Councillor McColl asked if Councillor Page would accept the following as an addendum to her motion:-

None of the recommendations of the report will have an impact on staffing levels.

Councillor Page confirmed her acceptance of the addendum and the motion, with addendum, was then approved by Council.

**(c) Motion by Councillor Lawrence O'Neill – Taxi Licence Fees**

Councillor O'Neill moved:-

Council recognises that our taxi trade across West Dunbartonshire has suffered immensely during the ongoing pandemic due to the myriad of ongoing restrictions and welcomes the availability of a one off grant provided by the Scottish Government and administered by our staff in both Licensing & Economic Development.

Council also recognises that our taxi drivers and the trade as a whole have been a vital frontline service for provision of a local service; providing safe and secure transportation for those that required essential shopping & prescriptions; transport to Health Centres and Covid-19 testing centres and to take those vulnerable priority groups to and from Vaccination centres across the Authority.

Council further recognises the financial burden that all of our residents and businesses are facing and the ongoing temporary closure of many non-essential businesses and the leisure and night-time economy that has impacted on the taxi trade.

Council calls for a report to be prepared for the Budget meeting detailing the number of taxi drivers operating across West Dunbartonshire and the following costs and indicate whether they are annual costs or over a different charging period:

1. The cost of the Taxi Badge;
2. The cost of the Taxi Plate;

3. The scale of fees levied in West Dunbartonshire and how that compares to our benchmarked or comparator Local Authorities; and
4. The details of the anticipated income from a 4% increase on this year's fees.

Councillor McColl asked if Councillor O'Neill would accept the following as an addendum to his motion:-

The report will also include a summary of grant monies and other support available to date for Taxi drivers compared with other self-employed persons.

Councillor O'Neill confirmed his acceptance of the addendum and the motion, with addendum, was then approved by Council.

The meeting closed at 4.55 p.m.



**WEST DUNBARTONSHIRE COUNCIL**

At a Meeting of West Dunbartonshire Council held by video conference on Wednesday, 3 March 2021 at 2.10 p.m.

**Present:** Bailie Denis Agnew and Councillors Jim Bollan, Jim Brown, Gail Casey, Karen Conaghan, Ian Dickson, Diane Docherty, Jim Finn, Daniel Lennie, Caroline McAllister, Douglas McAllister, David McBride, Jonathan McColl, Iain McLaren, Marie McNair, John Millar, John Mooney, Lawrence O'Neill, Sally Page, Martin Rooney and Brian Walker.

**Attending:** Joyce White, Chief Executive; Angela Wilson, Chief Officer – Supply, Distribution & Property; Richard Cairns, Strategic Adviser; Beth Culshaw, Chief Officer, Health & Social Care Partnership; Peter Hessett, Chief Officer – Regulatory and Regeneration (Legal Officer); Stephen West, Chief Officer – Resources; Victoria Rogers, Chief Officer – People & Technology; Peter Barry, Chief Officer – Housing & Employability; Gail MacFarlane, Chief Officer – Roads and Neighbourhood; Malcolm Bennie, Chief Officer – Citizen, Culture & Facilities; Laura Mason, Chief Education Officer; Pamela Clifford, Planning, Building Standards & Environmental Health Manager; Nigel Ettles, Principal Solicitor; George Hawthorn, Manager – Democratic & Registration Services and Craig Stewart, Committee Officer.

**Apology:** An apology for absence was intimated on behalf of Provost William Hendrie.

**STATEMENT BY CHAIR**

Depute Provost Conaghan advised that the meeting was being audio streamed and broadcast live to the internet and would be available for playback.

**URGENT ITEM OF BUSINESS**

Depute Provost Conaghan advised that she had received a request from Councillor McColl for an urgent motion on Election Posters to be considered. The Depute Provost agreed to accept the motion and advised that it would be dealt with after the business shown on the agenda.

## **DECLARATIONS OF INTEREST**

It was noted that there were no declarations of interest in any of the items of business on the agenda.

## **RECORDING OF VOTES**

The Council agreed that all votes taken during the meeting would be done by roll call vote to ensure an accurate record.

### **WP98/076: REVIEW OF MINERALS PERMISSION (ROMP) AND DC02/447: EXTENSION TO QUARRY, SHEEPHILL QUARRY, MILTON, DUMBARTON**

A report was submitted by the Chief Officer – Regulatory & Regeneration advising that the Review of Minerals Permission application (ROMP) and the extension application had been considered at a the special meeting of the Planning Committee in January 2021. The Chief Executive had deemed that both applications required to be reconsidered by Council under the Council's Standing Orders.

The Planning, Building Standards & Environmental Health Manager was then heard in further explanation of the report. After discussion, the Planning, Building Standards & Environmental Health Manager and the Legal Officer were heard in clarification of certain matters including in answer to Members' questions.

Depute Provost Conaghan, Chair, then invited Mr Brian Mooney, Mr Nicola Zuelli and Ms Frances Walker to address Council. All were heard in respect of their representations.

The Chair then invited Mr Willie Booth, agent for the applicant, to address Council and he was heard in respect of the applications.

After consideration and having heard the Planning, Building Standards & Environmental Health Manager, the Legal Officer and the Principal Solicitor in clarification of certain matters, including in answer to questions in relation to a potential compensation claim, and in answer to Members' other questions, Council agreed to proceed to deal with the two matters separately with a decision on the Extension application being taken first, then a decision being taken in relation to the ROMP.

Councillor Bollan moved:-

To affirm the decision of the Special Planning Committee (*26<sup>th</sup> January 2021*) on the Extension Application. He then clarified that this was as recorded in the minutes, taken on 26 January 2021 regarding Sheephill Quarry, Baillie Agnew seconded the motion.

As an amendment, Councillor McColl, seconded by Councillor McLaren, moved:-

That Council grants full planning permission for an extension to the existing operational extraction area of the quarry as outlined in the papers, and delegates



authority to the appropriate officer to issue the decision subject to the recommended conditions set out in the papers. This is subject to wording being added to conditions whereby Council confirms that a wheel and undercarriage cleaning facility is required within the site, and subject to the satisfactory conclusion of a legal agreement in terms of the restoration bond.

On a roll call vote being taken 10 Members voted for the amendment, namely Councillors Brown, Casey, Conaghan, Dickson, Docherty, Caroline McAllister, McBride, McColl, McLaren and Page and 11 Members voted for the motion, namely Bailie Agnew, Councillors Bollan, Finn, Lennie, Douglas McAllister, McNair, Millar, Mooney, O'Neill, Rooney and Walker. The motion was accordingly declared carried.

With regard to the Review of Minerals Permission (ROMP), Councillor Bollan, seconded by Bailie Agnew, moved:-

That Council upholds the Planning Committee decision, as recorded in the minutes, taken on the 26<sup>th</sup> January 2021 regarding Sheephill Quarry.

As an amendment, Councillor McColl, seconded by Councillor McLaren, moved:-

That Council agrees to authorise officers to issue the ROMP with the recommended conditions. This is subject to wording being added to conditions whereby Council confirms that a wheel and undercarriage cleaning facility is required within the site.

On a roll call vote being taken 12 Members voted for the amendment, namely Councillors Brown, Casey, Conaghan, Dickson, Docherty, Finn, Caroline McAllister, McBride, McColl, McLaren, Page and Rooney and 9 Members voted for the motion, namely Bailie Agnew, Councillors Bollan, Lennie, Douglas McAllister, McNair, Millar, Mooney, O'Neill and Walker. The amendment was accordingly declared carried.

## **ADJOURNMENT**

The Council agreed to adjourn the meeting for a short period until 7.35 p.m.

The meeting reconvened at 7.40 p.m. with all those Members noted in the sederunt present, with the exception of Councillor Lawrence O'Neill.

## **GENERAL SERVICES BUDGET (CAPITAL/REVENUE) UPDATE**

As agreed by the Council at its meeting on 24 February, it was noted this item would be considered at the Council budget setting meeting being held on 22 March 2021.

## **HOUSING REVENUE ACCOUNT (HRA) ESTIMATES AND RENT SETTING 2021/2022**

A report was submitted by the Chief Officer – Housing & Employability seeking approval of the updated HRA capital programme; the HRA revenue budget for 2021/22 and agreement of the level of weekly rent increase for 2021/22.

After consideration, Councillor Docherty, seconded by Councillor McColl, moved:-

That Council agree:-

The recommendations in the report, but with respect to recommendation (x) and the second bullet at 4.4.8 of the report, while Council reserves the right to revisit the matter in the future (without the requirement for a suspension of standing order 20a), Council agrees not to use HRA monies to fund Building Services for work not done during the 2020/21 financial year.

Council is however happy to delegate authority to officers, in consultation with the Convener and WDTRO, to use the HRA reserves identified to be earmarked as described at paragraph 4.4.8 bullet 2 to fund backlog repairs during the 2021/22 financial year if required to meet tenants' needs.

As an amendment, Councillor McBride, seconded by Councillor Rooney, moved:-

Council rejects recommendation 2.1 (x) regarding the projected use of reserves identified at 4.4.8 of the report.

Council rejects the Scottish Government allowed financial flexibilities detailed in 4.4.7. Council believes this surplus should be earmarked to clear the Covid related repairs backlog.

Council does not believe WDC tenants should shoulder a higher cost of the Covid pandemic than every other resident of West Dunbartonshire.

On a roll call vote being taken 10 Members voted for the amendment, namely Councillors Bollan, Casey, Lennie, Douglas McAllister, McBride, Millar, Mooney, Page, Rooney and Walker and 10 Members voted for the motion, namely Bailie Agnew, Councillors Brown, Conaghan, Dickson, Docherty, Finn, Caroline McAllister, McColl, McLaren and McNair.

There being an equality of votes, the Depute Provost, Chair, used her casting vote in favour of the motion which was accordingly declared carried.

## **CAPITAL STRATEGY 2021/22 TO 2030/31**

A report was submitted by the Chief Officer – Resources providing Members with the capital strategy for the period 2021/22 to 2030/31.

After discussion and having heard the Chief Officer – Resources in further explanation and in answer to Members’ questions, Council agreed to approve the capital strategy subject to any changes that may be made as part of the budget setting Council meeting on 22 March 2021.

## **TREASURY MANAGEMENT STRATEGY 2021/22**

As agreed by the Council at its meeting on 24 February, it was noted this item would be considered at the Council budget setting meeting being held on 22 March 2021.

### **NOTICE OF MOTION**

#### **Motion by Councillor Douglas McAllister – Old Kilpatrick Hills**

Councillor Douglas McAllister moved:-

This Council is concerned with the ongoing traffic congestion and associated parking issues created by the increase of people seeking access to the Old Kilpatrick Hills.

Council recognises that members of the public are choosing to access this area as a means of permitted daily exercise and social activity during these difficult times.

Council is not seeking to limit public access to our local hills and countryside but Council seeks to mitigate the effects of the increase in activity, not least the traffic and parking issues created as a result.

In particular, Council recognises and is concerned by the particular issues raised by residents of Old Kilpatrick and Hardgate who are greatly inconvenienced by this.

Council will consult with Police Scotland, Scottish Fire and Rescue and the Forestry Commission and thereafter prepare a report to come back to the next meeting of Council exploring all options open to each public body to tackle these issues, and in particular, the report should highlight where each organisation has responsibility and associated powers to take the necessary action to alleviate matters.

The Council agreed the motion noting that the requested report would be brought to the May Council meeting for consideration.

Note: Councillors Douglas McAllister and Marie McNair left the meeting at this point in the proceedings.

## **URGENT ITEM OF BUSINESS - ELECTION POSTERS**

Councillor McColl, seconded by Councillor Docherty, moved:-

Given the limited opportunities for political campaigning due to COVID-19 restrictions, Council agrees to permit political posters on public street furniture for the upcoming Holyrood election, from the beginning of April 2021.

In agreeing this motion, Council requires Candidates/Agents to adhere to the following rules for posters on public street furniture, and in erecting any poster, Candidates/Agents agree to ALL of these terms:

- No poster shall interfere with the primary use of the street furniture.
- No poster shall obstruct pavements or roads.
- No poster shall reduce visibility/sightlines for drivers or pedestrians.
- All posters must be adequately stiff so as not to flap in the wind and be attached with cord/cable ties of sufficient strength to secure the poster. They must not be attached to street furniture using glue or any form of adhesive.
- Posters must not, in any circumstances, be attached to any traffic signal post or control box, or to street furniture in central reservations and pedestrian refuge islands.
- Posters may not be mounted upon any lighting column or post which is already fitted with permanent statutory or regulatory signs.
- For structural and electrical safety reasons, ladders should not be placed against lighting columns etc – free standing stepladders or other means of access should be used.
- Posters must not obscure any identifying marks/numbers on lighting columns.
- No poster shall be affixed to any part of the curtilage of any premise being used for voting.
- Only one poster per candidate (or two posters back-to-back), is allowed on each item of street furniture.
- No poster shall remain on public street furniture after Sunday 16th May 2021.
- All posters will comply with election rules, including bearing an imprint identifying the candidate, promoter (usually election agent) and printer and their respective contact details.
- Candidates/Agents will comply with all other restrictions imposed reasonably by the Returning Officer or her delegates in respect of polling places and the area immediately surrounding them.
- Candidates will comply with all instructions from the Council.

Any poster displayed in breach of these rules will be treated as illegal fly posting and the offending Candidate/Agent may face prosecution in terms of Section 100 of the Roads (Scotland) Act 1984. This carries a maximum fine of £1000 per offence.

Permission is granted on the understanding that those concerned indemnify the Council against any third-party claim arising from the attachment. The Council also accepts no liability for injury to persons erecting or removing posters.

The Council will issue election guidance to all candidates and election agents, which must be complied with. The guidance will include appropriate contact details for candidates to raise concerns regarding election posters, and candidates must not use this in a frivolous or vexatious manner.

The Council reserves the right to recover costs from candidates, agents and parties for action taken to enforce compliance with the rules or for time spent handling vexatious or frivolous complaints. Costs may include the cost of removing posters from inappropriate locations or after 16th May 2021.

Costs may also include staff time contacting candidates to resolve a breach. These examples are not exhaustive, and it will be the prerogative of the Chief Executive to determine what costs require to be recovered by the Council.

As an amendment, Councillor Rooney, seconded by Councillor McBride, moved:-

That the Council takes no action with regard to this matter.

During consideration of the motion, the Legal Officer was heard in clarification of certain matters and in answer to Members' questions.

On a roll call vote being taken 8 Members voted for the amendment, namely Councillors Casey, Lennie, McBride, Millar, Mooney, Page, Rooney and Walker and 10 Members voted for the motion, namely Bailie Agnew, Councillors Bolla, Brown, Conaghan, Dickson, Docherty, Finn, Caroline McAllister, McColl and McLaren.

The meeting closed at 9.13 p.m.



**WEST DUNBARTONSHIRE COUNCIL**

At a meeting of West Dunbartonshire Council held by video conference on Monday, 22 March 2021 at 10.10 a.m.

**Present:** Provost William Hendrie, Bailie Denis Agnew and Councillors Jim Bollan, Jim Brown, Gail Casey, Karen Conaghan, Ian Dickson, Diane Docherty, Jim Finn, Daniel Lennie, Caroline McAllister, Douglas McAllister, David McBride, Jonathan McColl, Iain McLaren, Marie McNair, John Millar, John Mooney, Lawrence O'Neill, Sally Page, Martin Rooney and Brian Walker.

**Attending:** Joyce White, Chief Executive; Angela Wilson, Chief Officer – Supply, Distribution & Property; Beth Culshaw, Chief Officer, West Dunbartonshire Health & Social Care Partnership; Peter Hesselst, Chief Officer – Regulatory & Regeneration (Legal Officer); Stephen West, Chief Officer – Resources; Victoria Rogers, Chief Officer – People & Technology; Peter Barry, Chief Officer – Housing & Employability; Gail MacFarlane, Chief Officer – Roads & Neighbourhood; Malcolm Bennie, Chief Officer – Citizen, Culture & Facilities; Laura Mason, Chief Education Officer; Gillian McNeilly, Finance Manager; Raymond Lynch, Section Head (Licensing); Robert Mackie, Senior Officer (Licensing Services); George Hawthorn, Manager – Democratic & Registration Services and Craig Stewart, Committee Officer.

**Also Attending:** Richard Smith, Senior Audit Manager and Zahrah Mahmood, Senior Auditor, Audit Scotland.

**STATEMENT BY CHAIR**

Provost Hendrie advised that the meeting was being audio streamed and broadcast live to the internet and would be available for playback.

**DECLARATIONS OF INTEREST**

It was noted that there were no declarations of interest in any of the items of business on the agenda.

**RECORDING OF VOTES**

The Council agreed that all votes taken during the meeting would be by roll call vote to ensure an accurate record.

**GENERAL SERVICES BUDGET PREPARATION 2021/22 TO 2023/24 –  
BUDGET UPDATE: BUDGET SETTING 2021/22**

A report was submitted by the Chief Officer – Resources:-

- (a) providing an update in relation to both the revenue and capital budget process for 2021/22 to 2023/24;
- (b) providing an update on specific issues and seeking approval as appropriate; and
- (c) seeking approval to set the General Services revenue and capital budgets for 2021/22 through approval of options to close the 2021/22 budget gap.

Councillor Dickson, seconded by Councillor McColl, moved:-

Council agree the budget as detailed in the spreadsheet and associated Fairer Future document (*shown as Appendices 1 and 2 to these Minutes*).

Agree recommendations 2.1 (a), (b), (c), (d), (e), (g), (i) and (j).

Agree to make the two existing temporary project worker posts in the Communities Team permanent with a report to come back to Corporate Services outlining how the Council plans to deliver the Community Empowerment Strategy and Action Plan, and what resources are required.

Agree that a report will come to Corporate Services for members to decide whether to accept the Digital Team growth bid.

As an amendment, Councillor Rooney, seconded by Councillor McBride, moved:-

The Labour group approach to the budget this year has been straightforward in that we have rejected service cuts and utilised reserves to: (i) protect council services; (ii) protect council jobs; and (iii) protect valued services for our communities.

The Council agrees the recommendations at 2.1 of the report

The Council also agrees the use of the estimated one-off **£700,000** additional announced by the Scottish Government / COSLA on Thursday 18<sup>th</sup> March to reduce the budget gap for 2021/22 from **£3.345m** to **£2.645m**.

This Council notes that the Trades Unions have rejected the COSLA Pay offer, therefore West Dunbartonshire Council agrees to set aside as part of the revenue budget the one-off grant of **£700,000** to contribute towards any additional costs of the Local Government Pay Negotiations for 2021 and to cover any costs associated relating to Councils decision on Item 8 later in the agenda on Taxi Licensing Fees, with any unused funds would be retained in reserves.



Furthermore, the Council notes that West Dunbartonshire Health & Social Care Partnership has **£3.517m** of COVID reserves and calls on the Council members on the Integrated Joint Board to support an increase to social care pay rates and to explore options for a phased increase to **£15** per hour.

As well as the above, the council agrees to explore the following for inclusion into the Councils Capital Programme and requests that officers bring forward reports around the potential options for these two projects to a future committee for consideration:

- An options appraisal on a replacement for the HUB CE Centre.
- An options appraisal on a replacement Linnvale Community Centre in the context of future redevelopment of the school campus

In order to balance the Council remaining revenue budget gap the measures identified in the table below would be implemented.

### **BUDGET SAVINGS**

ITEM DESCRIPTION	NON RECURRING	RECURRING	TOTAL
Use of Change Fund - available per report	£1,136,000		<b>£1,136,000</b>
Implement funding of transactional costs to capital receipts per report	£895,000		<b>£895,000</b>
Accelerate use of PPP Sinking Fund from savings option 1	£700,000		<b>£700,000</b>
Unearmark and use Net Zero Carbon Target fund	£344,000		<b>£344,000</b>
Recover to prudential reserves over a 2 year period rather than 100% in 2021/22	£170,000		<b>£170,000</b>
Apply a general efficiency target for CMT		£100,000	<b>£100,000</b>
<b>TOTALS</b>	<b>£3,245,000</b>	<b>£100,000</b>	<b>£3,345,000</b>

### **BUDGET GROWTH**

ITEM DESCRIPTION	NON RECURRING	RECURRING	TOTAL
Use one-off grant to contribute towards Local Government Pay / Taxi Licensing costs / reserves	£700,000		<b>£700,000</b>
<b>TOTALS</b>	<b>£700,000</b>		<b>£700,000</b>

On a roll call vote being taken 11 Members voted for the amendment, namely Councillors Bollan, Casey, Lennie, Douglas McAllister, McBride, Millar, Mooney, O'Neill, Page, Rooney and Walker and 11 Members voted for the motion, namely Provost Hendrie, Bailie Agnew, Councillors Brown, Conaghan, Dickson, Docherty, Finn, Caroline McAllister, McColl, McLaren and McNair.

There being an equality of votes, the Provost, Chair, used his casting vote in favour of the motion which was accordingly declared carried.

### **PRUDENTIAL INDICATORS 2020/21 TO 2030/31 AND TREASURY MANAGEMENT STRATEGY 2021/22 TO 2030/31**

A report was submitted by the Chief Officer – Resources seeking approval of the proposed Prudential Indicators for 2020/21 to 2023/24 and Treasury Management Strategy (including the Investment Strategy) for 2021/22 to 2023/24.

Having heard the Finance Manager in further explanation and in answer to a Member's questions, the Council agreed:-

- (1) the following Prudential Indicators and Limits discussed in Appendix 1 and set out within Appendix 6 of the report for the period 2020/21 to 2023/24:
  - Capital Expenditure and Capital Financing Requirements (Tables A and B of the report);
  - Forecast and estimates of the ratio of financing costs to Net Revenue Stream (Table D of the report);
- (2) to approve the policy for loans fund advances discussed in Appendix 1 in section 3 of the report;
- (3) to approve the Treasury Management Strategy for 2021/22 to 2023/24 (including the Investment Strategy) contained within Appendices 2 to 6 of the report;
- (4) to agree the following Treasury Prudential Indicators and Limits discussed in Appendix 2 and set out within Appendix 6 of the report for the period 2021/22 to 2023/24:
  - Operational Boundaries (Table F);
  - Authorised Limits (Table G);
  - Counterparty Limits (Table J); and
  - Treasury Management Limits on Activity (Table L);
- (5) to note the draft Prudential and Treasury Management Indicators for the period 2024/25 to 2030/31 discussed in Appendices 1 and 2 and set out within Appendix 6 of the report;

- (6) to approve the statement by the Section 95 Officer regarding the gross debt level in comparison to the Capital Financing Requirement (Appendix 2 - Point 2.3 of the report); and
- (7) to note the report will be referred to Audit Committee for further scrutiny.

### **DUMBARTON COMMON GOOD FUND BUDGET UPDATE 2021/22**

A report was submitted by the Chief Officer – Resources providing an update on the Dumbarton Common Good budget and seeking approval of a revised budget for 2021/22 and indicative budgets for 2022/23 and 2023/24.

After discussion and having heard the Finance Manager in further explanation and in answer to Members' questions, the Council agreed:-

- (1) to note the probable outturn for 2020/21 as set out in the Appendix to the report;
- (2) to approve the revised 2021/22 budget as set out in the Appendix to the report;
- (3) to note the indicative budgets to 2023/24 as set out in the Appendix to the report;
- (4) to note the projected balances carried forward of £0.518m at 31 March 2021 and £0.389m at 31 March 2022 (based upon the revised draft budget 2021/22); and
- (5) to note that WD HSCP has agreed to fund the grant application from Alternatives.

### **TAXI LICENSING FEES**

A report was submitted by the Chief Officer – Regulatory & Regeneration providing an analysis of the position within West Dunbartonshire Council in respect to both Taxi/Private Hire Car Driver's Licences and Taxi/Private Hire Car Operator's Licences with regard to the level of fees charged and how this compares to other local authorities.

After discussion and having heard the Section Head (Licensing) and the Senior Officer (Licensing Services) in further explanation of the report and in answer to Members' questions, the Council agreed to note the terms of the report.

The meeting closed at 12.02 p.m.



SNP Budget 2021/22			
	£		£
Budget Gap	£3,345,000		Remaining Gap 2020/21 £0
WDC Share of Extra Scot Gov' Funding	-£700,000		
Updated Budget Gap	£2,645,000		
SNP Growth Items	Revenue	Capital	Description
Additional Pavement Improvements		£200,000	Extra funding to accelerate pavement maintenance and improvements across West Dunbartonshire.
Womens Aid	£40,000		There has been a huge increase in service demand on Women's Aid organisations during the pandemic and this one off funding of £20,000 for each of the 2 Women's Aid organisations in West Dunbartonshire will help them provide these vital services.
Fund 1 Year Taxi/Private Hire Driver License Extension	£167,000		Recognising the unusual effect the pandemic has had on taxi/private hire car drivers and as a one off measure, anyone currently holding a full taxi/private hire car drivers license will have the license expiry date extended by an additional year. A report will come to Licensing Committee to start a consultation with the trade on the option of offering 2 or 3 year licenses in the future.
Top Up Provost's Small Community Grants Fund	£8,000		We expect a greater requirement for small grants from this fund as groups try to restart as the pandemic restrictions are eased.
Money to fund blended meetings	£500	£12,000	Makes available the estimated funding reported on 25th Nov 2020 for blended Meetings. There are multiple systems available and a procurement exercise will be required to identify the best solution for WDC.
Preventative Repairs Backlog	£152,000		This additional budget will allow for planned maintenance not able to be completed during lockdown, ensuring a smoother return to good condition libraries, community centres, schools and nurseries for example.
Addition to change fund	£74,500		Increases our ability to deliver transformational change projects and targeted savings elsewhere in this budget.

SNP Balancing Items	Revenue	Capital	Description
Free School Meals Reserve	-£300,000		No longer required (see below)
Free School Meals Revenue	-£1,038,000		Align the implementation of free school meals expansion with the Scottish Government timetable and funding.
HSCP Saving	-£260,000		HSCP Share of general savings target. HSCP have indicated they can manage their budget gap thanks to reserves and on-going changes in ways of working. There will be no cuts or other detriment to services.
Use of Capital Receipts	-£895,000		Continue policy on use of capital receipts to have a benefit for the general services revenue budget.
General Efficiency Target Across WDC	-£250,000		Targeted general efficiencies and reduction in overtime useage
Capitalise Zero Carbon Fund	-£344,000	£344,000	Officers advise that this earmarked revenue reserve can be capitalised, allowing Council to use this one off money to avoid cutting services in the 2021/22 budget. Any bids to come to the relevant service committee.
<i>Budget is agreed subject to relevant consultations and the completion of Equalities Impact Assessments.</i>			

WEST  
DUNBARTONSHIRE  
COUNCIL

# A Fairer Future 2021 - 2022

# Our vision, values and ethos

**West Dunbartonshire Council will deliver high quality services, led by priorities identified by the communities of West Dunbartonshire, in an open and transparent way**

## Strategic priorities 2017 - 22

- 1 A strong local economy and improved job opportunities
- 2 Supported individuals, families and carers living independently and with dignity
- 3 Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
- 4 Open, accountable and accessible local government
- 5 Efficient and effective frontline services that improve the everyday lives of residents

As a Council we want every employee to have **PRIDE** in the services they deliver:

**Personal  
Responsibility  
In  
Delivering  
Excellence**

This ethos reflects the personal stake that every one of us has in delivering our Council's priorities and underpins our commitment to the values we have adopted as a Council:

**Ambition  
Confidence  
Honesty  
Innovation  
Efficiency  
Vibrancy  
Excellence**

At the core of what we do as a Council is a commitment to reduce inequality and tackle root causes of poverty. The strategic priorities we have adopted are focused on improving the lives of people of West Dunbartonshire, by promoting equality for all. Underpinning our strategic priorities are key cross cutting principles, which inform all the work that we do. We will be:

- **a listening Council**
- **an accessible Council**
- **a responsive Council**
- **an open Council**





# Foreword

The past 12 months have brought unprecedented financial challenges to the way local authorities operate.

In West Dunbartonshire, we have worked hard and despite the challenges we faced, we have adapted to ensure we continue to deliver high quality services for our residents during what has undoubtedly been an uncertain time. As a Council, we are committed to doing everything we can to support our most vulnerable citizens throughout this crisis and beyond. One year on from the first lockdown we are now beginning to see brighter days, with easing of restrictions and a sense of normality on the horizon.

Our hard work does not stop there though. Our focus is now firmly on ensuring our services our communities and our residents can make a full recovery from the impacts of Coronavirus. As part of this, our budget allows for the recruitment of two Community Empowerment Officers with an option to increase this to four coming to councillors in the future.

These new roles are of vital importance as they will ensure that as an organisation we continue to support our residents to get involved and help make positive changes throughout the area.

Our residents are at the heart of all of our decisions, and as we take steps towards recovery from Covid-19, these new roles will allow us to successfully engage with them to hear their ideas and aspirations for each community post pandemic.

I am pleased to once again deliver a budget with no service cuts and which includes important new money to benefit people across our communities.

We all want to see West Dunbartonshire thriving, and by working together, we can ensure it continues to.

**Councillor Ian Dickson**  
**Convener of Corporate Services**  
**& Spokesperson for Finance**

# Covid-19 response in numbers

**24,817**

home care visits  
provided each  
week



**3,910**

residents given support from WDC and  
HSCP Crisis Support teams



More than

**3,000**

residents on shielding list  
contacted with 1,273 given  
additional support

**11,369**

highest number of  
participants in Google  
meets each day

**2,000,000**

hits on OurCloud.buzz since  
March 2020

**1,418**

highest number of children who  
have accessed  
school/ELCs  
in one day



**640**

tonnes of  
household  
waste per week  
collected from  
45,000 properties



Distributed  
4,488 grants totalling

**£22.95m**  
to our Business Community



**9,020**

Crisis Grants applications

**6,579** granted  
**£466k** paid out



**3,264**

Community Care  
Grants applications

**2,016** granted  
**£589k** paid out

**85,204**

calls answered  
by the Contact Centre -  
21,903 of which were  
Council Tax related



**38,546**

followers on social  
media and almost

**212,932**

interactions  
across the channels



**145**

homeless  
assessments



**139**

households provided with  
temporary accommodation

**5,500**

welfare calls made to our tenants

**912**

people on shielding list contacted  
for additional support and  
provided with an action plan

**22,760**

repairs calls  
answered



**998**

employees have  
volunteered to help

**100,000**

digital books issued

**20,000**

books physically issued via Click & Collect

**25,000**

online sessions including Bookbug,  
Early Year crafts and storytelling



**808,709**

items of PPE  
distributed





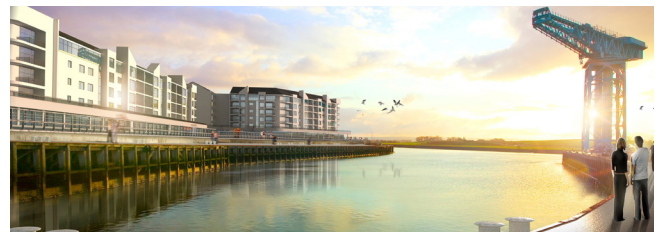
# Key projects in 2020/21



Progressed construction at Renton Campus



Opened new care home, Queens Quay House



Unlocked the potential of Queens Quay for development



Launched Queens Quay Energy Centre



Created new Early Learning and Childcare Centres across West Dunbartonshire



Secured planning permission for a major development in Bowling



Secured funding for Faifley Education Campus





# Commitments

- Invest £1.85m to assist residents to secure employment through the delivery of our employability services, including support for Foundation and Modern apprenticeships
- From the £1.85m, invest £0.75m through 'young persons guarantee' and 'kickstart' to help young people to move towards and into employment
- From the £1.85m, Invest £0.5m through the 'Parental Employment Support Fund' invested in supporting people from disadvantaged backgrounds to secure and sustain employment
- Invest approximately £1m in community development and learning to assist people to gain informal and formal qualifications
- Invest £0.9m in welfare/benefits teams to address disadvantage by helping families to maximise income from benefits and employment and reduce the cost of living
- Invest £0.5m in community-based organisations providing access to welfare/consumer and employment rights
- Continue investment of £418k of Scottish Government funding to tackle digital exclusion amongst children and young people in West Dunbartonshire by purchasing 2,084 additional Chromebook devices and providing households with internet connectivity
- Work in partnership with community based organisations to address food insecurity
- Continue to facilitate access to welfare/debt support, employability and practical assistance for access to food and medicine via a multi-disciplinary team drawn from across the Council
- Continue to provide free sanitary products to support communities by helping eliminate period poverty in West Dunbartonshire
- Continue to support our communities to ensure those most affected by the pandemic can access help and assistance
- Complete work on a new gym, changing pavilion and all-weather running track at Posties Park
- Work with our partners to ensure the aims of the Community Empowerment Strategy are embedded and promoted
- Support the community empowerment agenda and the recovery phase by working across West Dunbartonshire to develop individual and community skills and capacity
- Work with the community to develop the approach to Community Budgeting and explore additional funding models to support local groups
- £200k to increase the work we can do repairing and improving our pavements across the area.





- Deploy 68 new staff to enable the full implementation of 1,140 hours of free Early Learning and Childcare across West Dunbartonshire, supporting thousands of children and families
- Support programmes that address holiday hunger among school pupils, support 'lockdown learning' and assist pupils to re-engage with education services
- Establish programmes of Supported Study across West Dunbartonshire for our children and young people as part of recovery efforts from the pandemic
- Continue to support safe working environments for our workforce during the pandemic by providing PPE and testing
- Support the successful roll out of the vaccination and community testing programmes for our residents
- Completion of Lomond Bridge restoration and refurbishment as part of significant regeneration works in Balloch
- Completion of Connecting Clydebank, public realm and sustainable transport improvements to enhance the area for pedestrians and motorists
- Completion of design and commencement of construction to address flooding issues at Gruggies Burn in Dumbarton
- Increase participation of residents in influencing and enhancing the services we deliver to our communities, in an open and transparent way
- Continue to focus on employee wellbeing to ensure they are supported and skilled to deliver positive outcomes for communities
- Continuing to deliver and enhance our technology to support employees to maintain services while working remotely
- Enhancing and transforming our approach to digital technologies and use of data to drive forward improvement to our services
- Support recovery through the full restoration of services and reopening of our buildings and office
- Invest £1.7m in providing high-quality library services to the people of West Dunbartonshire including engaging activities such as Book Bug and Storytime sessions as well as a significantly expanded online library
- Guarantee funding levels for another three years for both Women's Aid organisations in West Dunbartonshire to secure the important services they deliver to vulnerable women and families in our communities
- A one off grant of £20k for both Women's Aid organisations to assist them in managing the increased levels of need in our communities as a result of pandemic restrictions
- An additional £8k for the Provost's small community grants fund to allow groups to apply for more support as they recover from the Pandemic
- Add £152k to the Preventative Maintenance budget allowing us to undertake important repairs and maintenance of Council buildings such as schools, community centres and libraries, that we were unable to do during last year's lockdowns.







**AUDIT COMMITTEE**

At a Meeting of the Audit Committee held by Video Conferencing on Wednesday, 18 November 2020 at 2.00 p.m.

**Present:** Councillors Jim Brown, Karen Conaghan, Jonathan McColl, John Millar, John Mooney, Martin Rooney, Brian Walker and Lay Members Mr Chris Johnstone and Mr Christopher Todd.

**Attending:** Joyce White, Chief Executive; Jo Gibson, Head of Community Health & Care Services and Jonathan Hinds, Chief Social Work Officer, West Dunbartonshire Health & Social Care Partnership (H&SCP); Victoria Roger, Strategic Lead – People & Technology; Stephen West, Strategic Lead – Resources; Malcolm Bennie, Strategic Lead – Communications, Culture, Communities & Facilities; Andi Priestman, Shared Service Manager – Audit & Fraud; Raymond Lynch, Section Head (Licensing), Robert Mackie, Senior Officer (Licensing Services) and Craig Stewart, Committee Officer.

**Also Attending:** Ms Gemma McNally, Audit Scotland.

**Apologies:** An apology for absence was intimated on behalf of Councillor Daniel Lennie.

**Councillor John Mooney in the Chair****CHAIR'S REMARKS**

Councillor Mooney, Convener, welcomed everyone to the November meeting of the Audit Committee which was being held remotely, in terms of Section 43 of the Local Government in Scotland Act 2003.

Thereafter, the Convener advised that a process/procedure had been developed for the meeting (a copy of which had previously been circulated to Members). Thereafter, the Committee agreed to note the procedure in place for the conduct of the meeting and the meeting then commenced by video conferencing.

## **DECLARATIONS OF INTEREST**

It was noted that there were no declarations of interest in any of the items of business on the agenda.

## **MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of the Audit Committee held on 16 September 2020 were submitted and approved as a correct record.

## **OPEN FORUM**

The Committee noted that no open forum questions had been submitted by members of the public.

## **STRATEGIC RISKS 2017-22**

A report was submitted by the Strategic Lead – People & Technology providing an update on the COVID-19 and EU Exit strategic risks.

After discussion and having heard the Strategic Lead – People & Technology and the Chief Executive in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the draft risk outline for SR012 Pandemic as detailed in Appendix 1 to the report;
- (2) to note the revised EU Exit Assurance Plan, contained within Appendix 2 to the report; and
- (3) to note the revised EU Exit Assurance Plan for HSCP Services, as detailed in Appendix 3 to the report.

## **INTERNAL AUDIT PLANS 2019/20 AND 2020/21 – PROGRESS TO 21 OCTOBER 2020**

A report was submitted by the Strategic Lead - Resources advising on progress at 21 October 2020 against the Audit Plans for 2019/20 and 2020/21.

After discussion and having heard the Shared Service Manager – Audit & Fraud and relevant officers in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the report.



## **AUDIT COMMITTEE ANNUAL SELF-ASSESSMENT – UPDATE ON ACTION PLANS**

A report was submitted by the Strategic Lead – Resources providing an update on the status of the action plan arising from the Self-Assessment exercise.

After discussion and having heard the Shared Service Manager – Audit & Fraud in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the progress of the agreed actions arising from the self-assessment exercises carried out in 2018 and 2019; and
- (2) to note that progress on the completion of the agreed actions would be reported annually to the Audit Committee.

## **ANNUAL REPORT ON THE AUDIT COMMITTEE 2019-20**

A report was submitted by Strategic Lead – Resources providing Members with an Annual Report on the Audit Committee for 2019/20/.

After discussion and having heard the Shared Service Manager – Audit & Fraud and Councillor Mooney, Chair, in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to endorse the Chair's Annual Report on the Audit Committee for 2019/20; and
- (2) that the report should be presented to a future meeting of the Council.

## **AUDIT SCOTLAND REPORT – COVID-19 GUIDE FOR AUDIT AND RISK COMMITTEES**

A report was submitted by the Strategic Lead – Resources informing of new guidance issued by Audit Scotland on key issues for consideration by audit and risk committees during the Covid-19 pandemic. It was noted that the Appendix to the report had inadvertently been omitted from the Committee issue but that a copy of the Appendix had subsequently been sent to all Members of the Committee by email.

After discussion and having heard the Shared Service Manager – Audit & Fraud in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the report and the four key areas identified; and

- (2) to note that a sub-group be formed from Members of the Audit Committee, comprising of the Chair, Councillor Mooney, 1 Member of the Administration and the 2 Lay Members on the Committee, to consider the questions posed in the guidance. It was also noted that the work of the sub-group would be supported by the Shared Service Manager – Audit & Fraud and that a further report would be presented to the Audit Committee at its next scheduled meeting in March 2021 outlining the current position.

## **SCOTTISH PUBLIC SERVICES OMBUDSMAN COMPLAINTS REPORT 2019/20**

A report was submitted by the Strategic Lead – Communications, Culture, Communities & Facilities presenting the Scottish Public Services Ombudsman (SPSO) report on complaints handling by West Dunbartonshire Council for the year 1 April 2019 – 31 March 2020.

After discussion and having heard the Strategic Lead in further explanation of the report and in answer to a Member's question, the Committee agreed:-

- (1) to support a commitment to improve response times for complaints to ensure compliance with Scottish Public Services Ombudsman (SPSO) timelines;
- (2) to encourage an improvement culture that welcomes complaints in any form so that the Council could capture all expressions of dissatisfaction and use this information to drive future improvements;
- (3) to ensure each service uses the data provided to identify and progress improvement activity; and
- (4) to ensure time was allocated at regular management teams for complaints analysis to allow Performance & Strategy Business Partners to support and capture improvement and learning activity for progress reporting.

The meeting closed at 2.56 p.m.

**WEST DUNBARTONSHIRE COUNCIL****Report by the Chief Officer - Regulatory and Regeneration****Council: 26 May 2021**

---

**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 progress of 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 Council is progressing our Exxon Project with progress being made in terms of developing our contractual arrangement through the Scape Framework with our main contractor and ExxonMobil are progressing their works to remediate the site commencing Summer 2021.
- 4.2** An update related to the Economy Recovery Plan- Home Energy Retrofit Feasibility study which is led by the Council Leader is provided at 5.7 below.

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

- 5.1** The GCR Cabinet met on 6 April 2021. An interim performance report for the period from 17 February to 29 March 2021 was presented and approved. The report which is attached as Appendix 1 provided updates on the progress of the City Deal Programme, including key performance indicators for the Infrastructure Fund programme, project status, programme risks and issues, Clyde Mission and Clyde Climate Forest project and Annual Implementation Plan actions.
- 5.2** The Interim Performance Report highlighted to Cabinet that two projects were approved during this period. On 25 February 2021 the Chief Executives' Group approved the Final Business Case (FBC) for Renfrewshire Council for Clyde Waterfront and Renfrew Riverside Project,

which includes the Renfrew Bridge with an update provided later in this report. The Director of Regional Economic Growth on 18 February 2021 approved the Glasgow City Council FBC for the Clyde Waterfront and West End Innovation Quarter: Access and Integrity of the Waterfront: Tradeston Bridge. Work commenced in February 2021 and will be completed in July 2021. The FBC approved was for £0.876m for the sub-project of refurbishment of Tradeston bridge and local enhanced public realm.

### **5.3 West Partnership**

- 5.3.1** At GCR Cabinet on 6 April 2021 West Partnership (also known as Glasgow City Region Education Improvement Collaborative) presented an interim action plan (IAP) which was endorsed and is provided as Appendix 2.
- 5.3.2** In September 2020 the West Partnership Improvement Plan, 'The Road to Renewal: The Response to COVID-19' was drawn up outlining the Partnership's priorities for session 2020-23, which aimed to support activities during the period of recovery from the pandemic, as well as aiming to address both recovery and renewal.
- 5.3.3** In January 2021, a further IAP had been drawn up at the request of Directors of Education in order to address the challenges of the current and immediately foreseeable education landscape.
- 5.3.4** The IAP, while based almost entirely on the existing 2020-23 Plan, had recognised the need to prioritise and accelerate certain aspects of that Plan, having identified 7 priority projects, each of which had a specific relevance during the pandemic restrictions, as detailed in the IAP.

### **5.4 Scotland Inward Investment Planning**

- 5.4.1** The Cabinet noted a presentation by Scottish Development International, regarding the Scottish Government's 'Shaping Scotland's Economy: Scotland's Inward Investment Plan', which was launched in October 2020 <https://www.gov.scot/publications/shaping-scotlands-economy> and sets out the ambition for Scotland as a leading destination for inward investment, during which the following was highlighted:
  - that the Plan set out to take a purposeful, values-led approach to investment and would focus on inward investment only;
  - that inward investment made a positive and significant impact on Scotland's economy;
  - that for the last seven years in a row, Scotland had attracted the most projects of any UK nation or region outside of London;
  - the nine opportunity areas where Scotland's strengths met the world's needs, intersecting with future global investment flows;
  - the mix of wider benefits that those nine opportunity areas delivered and how these could potentially support job creation throughout Scotland;
  - that Glasgow City region was the only area in Scotland that had capability and the potential to deliver in all nine opportunity areas, and
  - a brief description of the eighteen inward investment plan actions.

## **5.5 Ready to Go Project List**

- 5.5.1** There was submitted a report by the Director of Regional Economic Growth updating the Cabinet on 6 April 2021 of the development of the list of 'Ready to Go' projects that could be implemented quickly in order to stimulate economic growth. The Programme Management Office (PMO) had engaged with the Member Authorities and partner organisations and identified 81 potential projects, falling into a mixture of infrastructure, commercial and residential projects. The Council is fully engaged with process and provided a range of potential projects.
- 5.5.2** The Cabinet noted the report and agreed that the Chair of the Cabinet would use the list to make representations to the UK and Scottish Governments in order to identify available funding to deliver those projects.

## **5.6 Scottish Government's Bus Partnership Fund**

- 5.6.1** The GCR Cabinet noted a report regarding a submission of a bid on behalf of the Glasgow City Region Bus Partnership to the Scottish Government's Bus Partnership Fund (BPF) for bus priority interventions across all eight Glasgow City Region Local Authority areas.
- 5.6.2** The Cabinet approved a proposal to submit a bid amounting to between £200m and £250m for investment in bus priority interventions, with costs for the bid being sought solely from the BPF. The Council is included in the early interventions list and also for initial funding resources to develop business cases and feasibility studies for projects for the further years of the bid. The final sign-off for the bid was agreed, and due to timing to be delegated to the Chair of the Transport and Connectivity Portfolio Group, Chief Executive of North Lanarkshire Council.

## **5.7 Economy Recovery Plan- Home Energy Retrofit**

- 5.7.1** As part GCR COVID-19 Economic Recovery Plan, approved in December 2020, there was an agreement to develop a feasibility study for a home energy retrofit programme. Councillor Jonathan McColl, Leader of West Dunbartonshire Council and Housing and Equalities Portfolio Lead provided an update on the work that had been undertaken on 6 April 2021 at the GCR Cabinet. An update paper is provided as Appendix 3, advising:
- that a home energy retrofit programme, delivered at scale across Glasgow City Region had the potential to deliver on a number of the region's local and national policy ambitions and a feasibility study would help set up a clear route map to successfully deliver a large scale retrofit programme;
  - that the development and scope of the feasibility study had been supported by the Programme Management Office and it had subsequently been discussed and agreed by the Housing and Equalities Portfolio Group, as well as being shared with the Regional Partnership and other stakeholders;

- that the retrofit programme would include both energy efficiency (home insulation) and low and zero emissions heating options within the scope, focusing on those properties that had the lowest energy efficiency ratings, those with an Energy Performance Certificate of bands D-G, with bands A-C being deemed the most energy efficient;
- that an initial analysis of the housing stock in the region had indicated that over 428,000 properties required to improve their home energy efficiency ratings and it was anticipated that the proposed scheme would be delivered over a period of at least 10 years;
- that a total budget of £80,000 had been identified to deliver the feasibility study, and of this, Skills Development Scotland had offered a contribution of £15,000, and it was proposed that the Regional Recovery Renewal Funding from the Scottish Government be used to meet the remaining £65,000 required, and
- of the current indicative timetable and next steps for the retrofit proposal, as detailed in the paper at Appendix 3.

## **5.8 City Region Metro**

- 5.8.1** At GCR Cabinet on 6 April 2021 an update was provided on the feasibility study related to the consideration of a City Region Metro which is a project that has emerged from the original City Deal Airport Access Project (AAP).
- 5.8.2** The update paper can be found at Appendix 4. The project steering group is chaired by the Chief Executives of Glasgow City and Renfrewshire Councils with the feasibility study's project initiation document and communications strategy approved.
- 5.8.3** A multi-disciplinary Metro project team had been established and has been successful in obtaining £0.175m of funding to undertake three specific consultancy commissions to progress the feasibility of a City Region Metro.
- 5.8.4** The Cabinet noted the close working and developing relationships of the Metro feasibility team with Transport Scotland and its appointed consultants, and with Strathclyde Partnership for Transport and Glasgow's teams preparing the regional and local transport strategies. It also noted that regular update reports would be submitted to the Chief Executives' Group and the Cabinet on the progress of the feasibility study, including any potential proposals for approving additional funding.
- 5.8.5** The Cabinet also agreed that the Project Director and the Programme Management Office make representations to Transport Scotland with a view to ensuring that Inverclyde Council was recognised as an integral part of the Metro project.

## **5.9 Renfrew Bridge Project**

- 5.9.1** Following 24 February 2021 Council members requested further details regarding the Renfrewshire Council City Region Renfrew Bridge project. A briefing was issued on 10 March 2021 which provided members further details on the project.
- 5.9.2** The FBC was approved by GCR Chief Executives Group on 25 February 2021. The following key aspects of the project was presented to Cabinet on 6 April 2021 in the interim report as follows:
- **Timeline:** Works will start in July 2021 and complete Autumn 2023.
  - **Benefits Realisation:** The Clyde Waterfront and Renfrew Riverside Project FBC has identified and quantified the project outputs for this FBC. The benefits to be delivered by this project align to the benefits set out within the wider Clyde Waterfront and Renfrew Riverside Project OBC and include: net additional GVA by 2035 at GCR of £640.7m; and 1440 net additional operational jobs created by 2035.
  - **Scope:** The FBC will deliver a new opening road bridge across the River Clyde in the vicinity of Lubitz Dock, Meadowside Street, Renfrew and Rothesay Dock, Dock Street, Clydebank, with a clear span of 90m. In addition to vehicular traffic/public transport, the bridge will accommodate pedestrian and cycle traffic.
  - **Finance:** The total cost of the project is £105.748m of which £90.636m is funded from City Deal Grant and Renfrewshire Council Member Authority contribution, £15.068m from additional member contributions and £0.044m from Sustrans. This FBC is part of the Clyde Waterfront and Renfrew Riverside Project OBC which has total funding of £90.636m and a total of £13.866m has previously been approved in respect of the OBC. This FBC approved the remaining £76.770m of funding.
- 5.9.3** The contractor awarded the delivery of the project is Graham Construction Ltd, who will develop a detailed programme with the Renfrewshire project board. This will require Renfrewshire Council as project sponsor to undertake discussion with stakeholders and wider communication with communities before finalisation. At this early stage of the three year project there is insufficient detail to determine the scale and duration and thus any impact of works in specific locations.
- 5.9.4** Renfrewshire Council have offered to deliver a members lunchtime briefing session to present the latest developments with this important project and to provide an update on the programme of works and to answer any questions that Members may have. This is currently being arranged
- ## **5.10 Finance Group Update**
- 5.10.1** The finance sub-group last met on 20 April 2021. The position remains that the programme currently has a projected underspend of £1m. Due to Covid-19 all projects are still currently under review as project delay may result in cost increases and delays.

**5.10.2** The approach for use of any City Deal identified underspend will still revert to the Finance sub-group which will consider following a review 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.

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

**5.11.1** In recognition of the need for a well functioning employability sector to aid successful economic recovery and social renewal, the Scottish Government and COSLA signed a 'No One Left Behind' Employability Partnership Agreement in December 2018 to support the transformation of Scotland's employability support system.

**5.11.2** This has led to a number of government funds, beyond European Social Funds, being directed through local authorities. This has included, for example:

- No One Left Behind – all age/all stage employability support for unemployed and inactive clients;
- The Young Person's Guarantee, - supporting young people aged 16-24 into jobs, apprenticeships, training and education, or into volunteering;
- Parental Employability Support to support low income parents into work or to improve their earnings potential, as a tackling child poverty initiative;
- Disabled Parental Employability Support to specifically support disabled parents has previously been agreed and is available to spend in 2021/22;
- Partnership Action for Continuing Employment Plus (PACE+) - a package of support for newly redundant workers previously employed by small enterprises.

**5.11.3** Officers continue to work with the City Region Group to explore areas for potential collaboration at a region level. One such opportunity has emerged for the development of a regional approach for Partnership Action for Continuing Employment Plus. This has been included as one of the actions within the GCR Recovery Plan. The Scottish Government has invested an additional £5m for PACE in 2020/21. Of that £1.5m has been allocated to Skills Development Scotland (SDS) with the remaining £3.5m to be shared among the 32 Local Authorities.

**5.11.4** The Council has established a Local Employability partnership with terms of reference and general agreements with key stakeholders managing and delivering employability services in West Dunbartonshire. The partnership is being developed using principles of service design and consists of:

- A strategic group - establishing general priorities and strategic direction;
- Service provider group - creative design to establish appropriate interventions based on local priorities and challenges and the availability of funding;
- Community of practice (frontline staff forum) - to identify and implement continuous improvement, and
- Methods for securing input from service users.



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

- 6.1** The Planning Permission in Principle application for the Exxon project was approved at the Planning Committee on 13 January 2021 and a number of the planning conditions are being progressed with our consultant advisors.
- 6.2** One of the planning conditions is in relation to Dunglass House and the Obelisk to determine its actual condition and explore potential options for future uses following the City Region project works. This piece of work is being progressed by officers.
- 6.3** Asset Management are continuing to progress with a number of third party landowners to conclude an amicable agreement to transfer the land required to deliver the project works, recognising some challenges as per the open forum question at May 2021 Council. There have also been some delays due to detailed design works requiring to be finalised to identify the final pieces of third party land required to deliver the project elements and this is impacting on the timeline to conclude these agreements.
- 6.4** The project procurement strategy is being taken forward, engaging with our selected contractor Balfour Beatty through the Scape Framework. Officers are progressing the contracts and commencing the next phases of the project which includes detailed design works and continued engagement with key stakeholders, such as Network Rail and SEPA.
- 6.5** ExxonMobil are progressing their site remediation works and during a recent meeting with ExxonMobil representatives on 21 April 2021, officers were informed that there will be three months of mobilisation and establishment of the remediation equipment. ExxonMobil's contractor team are expected to be commencing on site in May 2021. It was highlighted that there will be a significant increase of traffic movement and activity across the site and that ExxonMobil will communicate through letter drop to local residents about their works. The Council's communications team have been engaged and will liaise with the ExxonMobil communications team to ensure members and the local community are made aware of this impending works on site.

## **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 was £721,425. As at April 2021 the total project Capital expenditure was £2.236m.
- 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. The Final Business Case submission date is being reviewed by the project board and is subject to any delays which have been incurred including those by ExxonMobil in delivering their remediation works, in part this is due to the Pandemic.

## **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 Outline Business Case 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 a refreshed Glasgow City Region 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.

**Peter Hessett**  
**Chief Officer – Regulatory & Regeneration**  
**Date: 4 May 2021**

---

**Person to Contact:** Michael McGuinness- Manager, Economic Development. Telephone: 0777 442 8294  
e-mail: [michael.mcguinness@west-dunbarton.gov.uk](mailto:michael.mcguinness@west-dunbarton.gov.uk)

**Appendix:** Appendix 1- GCR Interim Performance Report , Period: 17 Feb- 29 March 2021.  
Appendix 2 - GCR West Partnership Interim Action Plan  
Appendix 3 - GCR Home Retrofit Plan- Feasibility Update  
Appendix 4 - City Region Metro Feasibility Study Update

**Background Reports:** Nil

**Background Papers:** Glasgow City Region City Deal – 23 Council updates since February 2016, March 2021 Elected Members briefing- Renfrew Bridge, July 2020 Members Bulletin. ExxonMobil Commercial Agreement 24 June 2020. Glasgow City Region City Deal - Exxon Site Outline Business Cases 22 Feb 2017 and 28 Nov 2018

(Refreshed).

Clyde Valley City Deal - Update and Strategic Business Case- Council 24 June 2015.

Clyde Valley City Deal Update- Council 25 August 2015 and 16 December 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:

17th February 2021 – 29<sup>th</sup> March 2021

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

	Latest Data	Previous Period
Total number of Projects	21	21
<b>Programme Status Overview (for the 21 Main Projects)</b>	<b>As at 10/03/21</b>	<b>As at 12/02/21</b>
Projects <b>Red Status</b> (% total)	0 / 21 (0%)	0 / 21 (0%)
Projects <b>Amber Status</b> (% total)	15 / 21 (71%)	15 / 21 (71%)
Projects <b>Green Status</b> (% total)	5 / 21 (24%)	5 / 21 (24%)
Projects <b>Complete</b> (% total)	1 / 21 (5%)	1 / 21 (5%)
<b>Programme Timeline: Key milestones completed to date</b>	<b>As at 10/03/21</b>	<b>As at 12/02/21</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)	39 / 131 (30%)	38 / 131 (29%)
<b>FBC Sub-Projects Progress</b>	131	131
Sub-project construction started (% of total FBC Sub Projects)	37 / 131 (28%)	37 / 131 (28%)
Sub-projects construction complete (% of total FBC Sub Projects)	19 / 131 (15%)	19 / 131 (15%)
<b>Programme Finance: Grant Draw Down, Approvals, Spend to Date</b>	<b>As at Q3 2020/21</b>	<b>As at Q2 2020/21</b>
Total Grant Drawn down to Date (% of £1bn Grant available)	£160m / (16%)	£150m / (15%)
Grant Due as % of Cumulative Projected Spend to 31 March 2021	63%	61%
Business Case Approvals to Date (£) (% of £1.13bn Infrastructure Fund)	£353m (31%)	£353m (31%)
Spend to Date (% as of £1.13bn Infrastructure Fund)	£255m (23%)	£239m (21%)
Actual spend compared with projected spend in year	£38.5m/£43.8m (88%)	£21.8m/£26.8m (81%)
<b>Programme Scope: Direct Project Outputs Delivered to Date</b>	<b>As at 16/03/21</b>	<b>As at Q3 2020/21</b>
Vacant and Derelict Land removed from Register (Ha)	14	14
Area of Opportunity Sites (Ha)	196	196
Public Realm new/enhanced (Ha)	13	13
Roads (km) new/enhanced	11	11
Junctions new/enhanced	17	17
Bridges new/enhanced	1	1
Cycle/pedestrian routes new/enhanced	14	14
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 16/03/21</b>	<b>As at Q3 2020/21</b>
Follow On Floor Space Delivered all classes (excluding Housing) (sqm)	21,384	21,384
Follow On New Residential Units Delivered	1,689	1,689
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	£109,324,696 (47%)	£109,324,696 (47%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	244 (62%)	244 (62%)
Value of contracts awarded to GCR based SMEs (% all Tier 1)	£34,942,197 (15%)	£34,942,197 (15%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	188	188
<b>Programme Economic Outcomes (based on approved OBCs)</b>	<b>As at 16/03/21 (21 OBCs)</b>	<b>As at Q3 2020/21 (21 OBCs)</b>
Net Additional Gross Value Added at City Region level by 2035 (£bn)	£4.066	£4.147
Total Net Additional Construction Person Years in Employment by 2035	20,233	20,752
Total Combined Follow-on & direct project Private Sector Investment (£bn)	£2.340	£2.278
Benefit Cost Ratio (over 25 years) of approved OBCs	5.8:1	5.8:1
<b>Programme Risks</b>	<b>As at 10/03/21</b>	<b>As at 15/02/21</b>
No. of risks in period	14	14
New risks in period	0	0
No. risks rated 'very high'/'high' in period	1 high	1 high
No. risks increased/decreased score in period	0	0
<b>Programme Issues</b>	<b>As at 10/03/21</b>	<b>As at 15/02/21</b>
No. of issues in period	3	3
New issues in period	0	0
<b>Programme Change</b>	<b>As at 10/03/21</b>	<b>As at 15/02/21</b>
Change Control Requests (CCR) submitted for City Projects in period	0	0
Approved CCRs/Restatements to date across City Deal Programme	129	129
<b>Annual Impl. Plan Actions Completed (inc. Superseded) To Date</b>	<b>49 / 119 (42%)</b>	<b>42 / 119 (35%)</b>

## 1. PURPOSE

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

- The City Region Portfolio Groups as at 29<sup>th</sup> March; and
- the City Deal Programme delivery as at 16<sup>th</sup> March 2021.

## 2. RECOMMENDATIONS

2.1 The Cabinet is invited to:

- a. Note the contents of this report;
- b. Approve the use of Cenefits system for a further 24 months until the end of April 2023 as set out in Section 4.10;
- c. Approve Glasgow City Council to receive the funding for the Clyde Climate Forest project on behalf of the City Region as set out in Section 5.1.3;
- d. Approve a £50,000 contribution from the 2020/21 PMO Budget underspend to allow procurement of a Greenport bid to proceed, subject to publication of the Scottish Government's prospectus, as set out in Section 6;
- e. Note two Full Business Cases have been approved during the current cycle as set out at Section 11; and
- f. Approve the changes to the City Deal Programme Business Case as set out at Section 12 and in detail within Appendix 2.

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

<b>City Region Portfolios</b>
<ul style="list-style-type: none"><li>○ An additional £675k of Regional Recovery and Renewal Funds (RRRF) has been awarded to the Region by the Scottish Government funding for a number of initiatives including Community Wealth Building, the development of a Community Wishlist Approach to community benefits and the Housing Energy Retrofit work</li><li>○ The announcements by LumiraDx, the BBC and UK Government departments of over 1,000 high-value jobs relocating/being created within the City Region</li><li>○ Work is ongoing across portfolio groups to update workplans with the Tourism and Skills &amp; Employment Portfolio Groups having completed their workplans up until March 2022.</li></ul>
<b>City Deal Programme</b>
<ul style="list-style-type: none"><li>○ The City Region has been awarded £65m of City Deal accelerated funds to cover spend incurred to end 2020/21</li><li>○ RRRF funds have also been awarded to support City Deal projects including Metro, AMIDS and Ravenscraig</li></ul>

## 4. CITY REGION PORTFOLIO UPDATES

### 4.1 Community Wealth Building Update

4.1.1 The Member Authorities will be supported in developing a regional approach to community wealth building by the PMO and our Community Wealth Building Officer, seconded from Glasgow Centre for Population Health. Following the presentation of the reports by CLES at the Regional Partnership, the Procurement Support Group is looking at how the report recommendations can be incorporated into the forthcoming

Sustainable Procurement Strategy and Action Plan. The Land Use and Sustainability Portfolio Group has asked Clydeplan to lead on developing a response to the recommendations in the Vacant and Derelict Land report.

- 4.1.2 In order to progress the development of an approach to the other three pillars of community wealth building the PMO has engaged with the MAs and partners in order to map existing activity with a report to be presented to the Economic Delivery Group meeting on the 4<sup>th</sup> April setting out the next steps.

## **4.2 Enterprise Portfolio**

- 4.2.1 The Enterprise Portfolio Group met on 19<sup>th</sup> March. The Group: heard a presentation from Scottish Development International on Scotland's Inward Investment Strategy; considered proposals for a Regional Opportunity Management Approach in partnership with Scottish Enterprise; considered a report from the City Region Intelligence Hub on Retail and High Streets; and considered a draft Portfolio Work Plan for the period to March 2022.
- 4.2.2 The Work Plan will have a key focus on responding to weaknesses and priorities highlighted in the Regional Economic Baseline and aggregate reporting at a City Region level. Once approved, the Portfolio Work Plan will be added to the City Region Annual Implementation Plan and progress updated in subsequent issues of this report and the City Region Report to the Regional Partnership.

## **4.3 Tourism Portfolio**

- 4.3.1 The Tourism Portfolio Group met on 9<sup>th</sup> March. The group heard a presentation on the City Region Economic Baseline and approved the Portfolio Work Plan for the period to March 2022. A large part of the Work Plan is to deliver the City Region Tourism Action Plan which has been reviewed in consultation with all of the partners and in light of COVID-19. The Portfolio Work Plan will now be added to the City Region Annual Implementation Plan and progress updated in subsequent issues of this report and the City Region Report to the Regional Partnership.
- 4.3.2 The City Region Tourism Strategy 2018-2023 and initial 3-year Action Plan (2019-22), was approved by Cabinet in June 2018. Following consultation with all of the City Region Partners in December 2020, the group agreed to update the Action Plan to focus on some immediate short-term actions in response to the pandemic and a small number of longer-term strategic actions that partners can get behind regionally. The updated Action Plan will be subject of a separate report to CEG and Cabinet.
- 4.3.3 The Portfolio Group is in the process of establishing an officer led Delivery Group with a key focus on marketing the City Region as a destination of choice. The Portfolio is looking to secure a range of funding to support recovery of the sector in the City Region.
- 4.3.4 As part of the process to identify potential projects for the Scottish Government's Regional Recovery and Renewal Fund (RRRF), the Tourism Portfolio lead submitted a proposal for a Glasgow City Region Chef Academy. This proposal was shortlisted for inclusion by the PMO, however due to the expenditure profile for the project it was not eligible for RRRF 2020/21 allocation. The PMO has included the Chef Academy proposal in the list of projects that could be potentially be funded from a projected underspend in the 2020/21 PMO budget. The PMO will support the Tourism Portfolio to develop the Chef Academy proposal and seek to engage with the Skills and



Employment Portfolio for the Group's input into how the project can be delivered with a proposal to utilise 2020/21 underspend following thereafter.

#### **4.4 Transport and Connectivity Portfolio**

- 4.4.1 The Transport and Connectivity Group met on 29<sup>th</sup> January. The discussion focussed on the Glasgow Connectivity Commission, the development of the Regional Transport Strategy, and the Glasgow City Region Bus Partnership bid which will be submitted to Transport Scotland by 16<sup>th</sup> April 2021.

#### **4.5 Infrastructure and Assets Portfolio**

- 4.5.1 The operational subgroup of the Infrastructure and Assets Portfolio Group has completed its mapping project the findings of which were considered at the Portfolio meeting on 19<sup>th</sup> March. This work will link to the Regional Capital Investment Plan which is being progressed by the PMO with oversight from the Infrastructure Portfolio Group.

#### **4.6 Housing and Equalities Portfolio**

- 4.6.1 The next meeting of the Housing Portfolio is scheduled for 25<sup>th</sup> May. Work is ongoing by the PMO and the Portfolio Group to progress the action to develop a proposal to deliver a housing energy efficiency retrofit programme – the current focus is finalising procurement matters for the feasibility study. A Futures Webinar took place on 24<sup>th</sup> March led by Professor Duncan MacLennan on behalf of the Housing Portfolio for the benefit of all four Place Portfolios. The findings from this webinar will help to shape the GCR response to the Regional Economic Commission's Futures Report. The Intelligence Hub hosted a series of workshops to progress the workstreams around funding and procurement the findings of which inform the workplan from the Housing Portfolio. These areas will be the focus of the agenda for the meeting of the Portfolio Group in May.

#### **4.7 Skills and Employment Portfolio**

- 4.7.1 The Skills and Employment Portfolio Group met on 3<sup>rd</sup> March. The group heard a presentation on the City Region Economic Baseline and approved the Portfolio Work Plan for the period to March 2022. A large part of the Work Plan is to deliver the Regional Skills Investment Plan 2019-24. The annual Delivery Plan for 2021/22 has been reviewed in consultation with all of the partners and updated to take account of COVID-19. Another key element of the Work Plan is to progress collaborative approaches in the delivery of employability activity where possible and to look at the feasibility for added value through a Regional approach to No One Left behind (NOLB). The group approved the next stage of collaboration for enhanced Partnership Action for Continuing Employment (PACE) activity in the City Region.

The final Regional PACE model will be reported separately to a future meeting of the Chief Executives' Group (CEG).

4.7.2 The Portfolio Work Plan will now be added to the City Region Annual Implementation Plan and progress updated in subsequent issues of this report and the City Region Report to the Regional Partnership.

#### **4.8 Land Use and Sustainability**

4.8.1 The Land Use and Sustainability Portfolio met on 24th February to consider:

- Climate Ready Clyde's Consultation Draft of the Climate Change Adaptation Strategy
- the Clyde Climate Forest being progressed by Glasgow Clyde Valley Green Network Partnership and launching in April 2021; and
- the Centre for Local Economic Strategies' (CLES) Report on Vacant and Derelict Land (VDL) in relation to Community Wealth Building. Clydeplan is leading on the development of a VDL Action Plan and will report back to the Portfolio at its next meeting on 21st May.

#### **4.9 Inward Investment Portfolio**

4.9.1 Various announcements have been made in recent weeks with regards to the creation/relocation of high value job opportunities across the City Region.

- The UK Government has announced: 500 Foreign Office jobs moving to the department's existing base in East Kilbride, South Lanarkshire; and the Cabinet Office establishing a second headquarters in Glasgow with over 500 staff, including Senior Civil Servants, being recruited locally and/or voluntarily relocating. Discussions have been ongoing since 2019 between Invest Glasgow and the UK Government with regards to the latter.
- Life sciences firm LumiraDx has announced a £78 million investment in its current Scottish operations which could see up to 750 jobs created over the next three years. Supported by a £15 million grant from Scottish Enterprise, the posts will be located at sites across Stirling, Inverness and a new facility under construction at Eurocentral in North Lanarkshire.
- The BBC has also announced that it will increase its presence in Glasgow, including transferring senior news roles within its Tech division.

4.9.2 The Inward Investment Portfolio will work with key stakeholders to ensure the opportunities and benefits from these investments/relocations are maximised.

#### **4.10 Community Benefits: Cenefits Extension and Development of a Community Wishlist Approach**

4.10.1 Cenefits is the IT system being used by the eight Glasgow City Region authorities to manage and maximise the delivery of community benefits from City Deal investment. The Intelligence Hub carried out an evaluation of Cenefits to understand how successfully Member Authorities have been in adopting the system and whether it is being used to full capacity. A series of stakeholder workshops took place in February

2021 with officers from local authorities and contractors. The findings indicated that the use of Cenefits:

- Provided better information on how community benefits are being delivered;
- Has resulted in Councils recognising the importance of being more specific about what Community Benefits are included in a contract;
- Improved monitoring of community benefits and transparency between buyers and suppliers;
- Helped make Member Authorities more focused on delivering community benefits;
- Increased the volume of community benefits delivered for suppliers who have engaged; and
- Has driven improvements in compliance and monitoring through the use of KPIs.

4.10.2 The Chief Executives' Group on 25th March 2021 agreed a report recommending that Cabinet be invited to approve the extension of the use of the Cenefits IT system for a further 2 years, until the end of April 2023, noting that the £9,600 cost of extending the subscription for a further 24 months will be met from within the existing Glasgow City Region Programme Management Office budget.

4.10.3 The Procurement Support Group and the PMO are progressing with proposals to establish a 'community wishlist' approach to community benefits in the City Region. This approach would build upon the common reporting and monitoring approach already adopted through the Cenefits system and would allow local communities to have a say in the type of community benefits that can be secured from infrastructure investment. An initial piece of research into how this approach can be put in place will be carried out by the consultants SQW Ltd, who worked with the City Region on the City Deal Gateway Review 1. As part of the contract for that work SQW is required to provide community benefit activity – they will fulfil this requirement by supporting the City Region to put in place the community wishlist approach.

## **5. CLYDEPLAN INTEGRATION AND CLYDE CLIMATE FOREST**

5.1.1 The Clydeplan Joint Committee has formally written to the Chair of Cabinet noting that the Joint Committee of 8th March decided to:

- a. agree to recommend to all eight local authorities that they continue to work jointly to discharge their duty under the Planning (Scotland) Act 2019 to prepare a RSS;
- b. agree that as an alternative to the continued use of a joint committee model, a governance approach involving the development and oversight of the RSS being set within Glasgow City Region be considered
- c. agree to request that Glasgow City Region give consideration as to how Option 3 could be implemented and to set out steps to deliver this, along with the associated timescales
- d. note Options 3 and 4 would see the Joint Committee dissolved and staff transferred to Glasgow City Council as host authority; and
- e. note that further reports be brought back to future meetings of the Joint Committee with regards to this matter.

5.1.2 The letter notes that there was an amendment to the report put forward by Renfrewshire councillors to the effect that the governance arrangements going forward should remain under the auspices of Renfrewshire Council who are the lead authority for the Joint Committee. The amendment was rejected following a vote. The

PMO will now develop proposals alongside Clydeplan for consideration at a future CEG and Cabinet before responding to the Joint Committee.

- 5.1.3 The Clyde Climate Forest bid to the Woodland Trust for £400,000 was successful as reported at Cabinet in February 2021. The CEG on 25th March agreed that approval should be given for Glasgow City Council to receive the funding as lead authority on behalf of the City Region.

## **6. GREENPORT BID**

- 6.1.1 GCR authorities have been collaborating on preparing a submission to the Scottish Government's prospectus on Greenports, with the intention of securing one for the city region. This work has been overseen by a collaboration between a number of Member Authorities and private sector partners.
- 6.1.2 The timescales are still unknown due to lack of clarity from government, but are likely to be challenging.
- 6.1.3 A scope of work to procure external support to develop a detailed proposition has been developed with a £22,500 contribution secured from private sector partners. The CEG of 25<sup>th</sup> March agreed that approval should be given for an additional £50,000 from the 2020/21 PMO Budget underspend to allow procurement to proceed, subject to publication of the Scottish Government's prospectus.

## **7. LEVELLING UP AND COMMUNITY RENEWAL FUNDS**

- 7.1.1 The Intelligence Hub has circulated briefings on the UK Government's Levelling Up and Community Renewal Funds to the Member Authorities. The Hub can provide support to Member Authorities seeking to submit bids.
- 7.1.2 UK Government has indicated that it would be keen to engage at a GCR level and will arrange a session in the coming weeks.

## **8. CITY DEAL PROGRAMME UPDATE**

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

## **9. PROJECT STATUS SUMMARY**

- 9.1 The Project Status Summary table at Appendix 1 provides an overview of each City Deal Project's business case stage (through Strategic (SBC), Outline (OBC) and Full (FBC)) and performance status against the key project elements of scope, timeline, finance and benefits realisation.
- 9.2 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, **39** have been approved to date.

9.3 In terms of Project status as at 16/03/21:

- **no projects** are reporting a Red status;
- **15 (of the 21 main)** Infrastructure Programme projects are reporting at Amber status.

9.4 A position statement, setting out project progress and the issues being faced by projects is set out in Section 15.

## 10. CITY DEAL CHANGE CONTROLS REQUESTS

10.1 No Change Control Requests have been received in this period.

## 11. CITY DEAL BUSINESS CASES APPROVED IN PERIOD

11.1 Under the Scheme of Delegation approved by Cabinet in August 2020, the Chief Executives' Group has authority to approve Full Business Cases with the Director of Regional Economic Growth now authorised to approve FBCs up to a value of £4.5m where changes between OBC and FBC are moderate and minor respectively.

11.2 The following FBCs has been appraised by the Programme Management Office and, following confirmation that all elements are fully compliant with appraisal criteria, have been approved in the period since the last Cabinet meeting:

- a) Chief Executives' Group at the meeting on 25th February 2021 approved the Renfrewshire Council FBC for Clyde Waterfront and Renfrew Riverside Project.
  - **Timeline:** Works will start in July 2021 and complete Autumn 2023.
  - **Benefits Realisation:** The Clyde Waterfront and Renfrew Riverside Project FBC has identified and quantified the project outputs for this FBC. The benefits to be delivered by this project align to the benefits set out within the wider Clyde Waterfront and Renfrew Riverside Project OBC and include: net additional GVA by 2035 at GCR of £640.7m; and 1440 net additional operational jobs created by 2035.
  - **Scope:** The FBC will deliver a new opening road bridge across the River Clyde in the vicinity of Lubitz Dock, Meadows Street, Renfrew and Rothesay Dock, Dock Street, Clydebank, with a clear span of 90m. In addition to vehicular traffic/public transport, the bridge will accommodate pedestrian and cycle traffic.
  - **Finance:** The total cost of the project is £105.748m of which £90.636m is funded from City Deal Grant and Renfrewshire Council Member Authority contribution, £15.068m from additional member contributions and £0.044m from Sustrans. This FBC is part of the Clyde Waterfront and Renfrew Riverside Project OBC which has total funding of £90.636m and a total of £13.866m has previously been approved in respect of the OBC. This FBC approved the remaining £76.770m of funding.
- b) The Director of Regional Economic Growth on the 18th February 2021 approved the Glasgow City Council FBC for the Clyde Waterfront and West End Innovation Quarter: Access and Integrity of the Waterfront: Tradeston Bridge.
  - **Timeline:** Works will start in February 2021 and complete July 2021.

- **Benefits Realisation:** The Tradeston Bridge FBC will contribute towards the project benefits set out in the Augmented OBC for the CWWEIQ. The work delivered by this FBC will contribute towards the delivery of the wider commercial floor space that will be delivered by this project, particularly in relation to the development by Drum Property Group.
- **Scope:** The FBC will deliver refurbishment and enhancement of an existing footbridge, crossing the River Clyde, delivering 660 sqm. of enhanced public realm, installation of new statutory lighting, architectural and projector lighting (with remote monitoring and control).
- **Finance:** the FBC approval is for £0.876m. This funding request is within the overall project funding allocation that has already been approved at earlier (SBC/OBC) business case stages.

11.2.1 Copies of both business cases and the approval reports prepared by the Programme Management Office are available upon request to the Clerk.

## 12. CITY DEAL PROGRAMME BUSINESS CASE CHANGES

12.1.1 The Glasgow City Region City Deal Programme Management Office (PMO) has now completed a review of the Programme Business Case 2019v2.3. The Chief Executives' Group on 25th February 2021 considered the list of proposed changes to the Programme Business Case and agreed that they be submitted to Cabinet with a recommendation for approval. The list of changes is attached at Appendix 2.

## 13. CITY DEAL PROGRAMME RISKS

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

- there are 14 Programme risks:
  - No risks are rated as 'very high';
  - 1 risk is rated as 'high';
  - 9 risks are rated as 'medium'; and
  - 4 risks are rated as 'low'.
- No risk ratings have increased or decreased in the period.

## 14. CITY DEAL PROGRAMME ISSUES

14.1 The Programme Issue Log has been updated and all updates are noted in bold and italics in Appendix 4. As at 16/03/2021 there were three issues with no change to the Log since the previous period.

## 15. CITY DEAL PROJECT UPDATES

15.1 This section provides information on the progress and status of each the 21 main infrastructure projects being delivered across the Region and the ongoing Working Matters Successor Programme. Updates from the previous period are shown in ***bold italic text***. Innovation project updates will be included in Q4 2020/21 Performance Report.

### 15.2 Place and Growth Programme (EDC) (Green)

This £35m City Deal funded Place and Growth Programme is designed to enable follow on investment in strategic sites within East Dunbartonshire, to support inclusive

growth and access to employment. The programme is 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 2019, the Covid-19 pandemic and resultant impact continues to delay starting the OBC process. A Change Control Request submitted in January 2021, in relation to the extension of the Place and Growth Programme completion dates, was approved by the City Region Cabinet in February 2021. This extends the programme completion by 12 months, to December 2026.

A costed proposal has been received for early economics works (as required per the CEG and Cabinet approval of SBC). This has been reviewed and a contract will be put in place to undertake the works in due course.

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, and scope for OBC being developed and procurement options are being assessed. Consultation Authorities have responded to the SEA Scoping Report for the Westerhill Masterplan area which has now been amended accordingly. Landowner engagement continues, although has been slowed slightly due to Covid-19. Briefs are being drafted for consultant services required for the Masterplan and SEA works.
- 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). Updated Terms of Reference and Minute of Agreement issued to Collaborative Group for initial comment. Starting to look at land ownership along the length of the A803 corridor. Drafting of briefs for consultant services required to support development of OBC. A dedicated resource will also be in place in SPT at the beginning of February 2021.
- Bishopbriggs Town Centre Regeneration through provision of business space, improved accessibility and improved public realm delivered by the City Deal Project. Ongoing discussions with Morrisons/Housing developers regarding planning consent implementation and developer contributions. Discussions relating to area of land for civic space. Consultants have now been appointed for some initial feasibility work relating to a Public Realm Plan for the Town Centre. This will inform options for testing within the OBC process.

### **15.3 M77 Strategic Corridor Programme (ERC) (Amber)**

- 15.3.1 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. Progress with each sub-project is set out below:

- The Levern Works Project in Barrhead saw construction completion in May 2016 of 843sqm of new workshop space in 10 business units at Crossmills (all of which are now let) and the completion of remediation and preparation of a 0.93 hectare brownfield site at the former Nestle Purina factory, with a development agreement now in place for a mixed use scheme on the bulk of the former Nestle site. Construction work on the Business Boost Project is also complete, with enhanced facilities at The Foundry, Barrhead and a new build business centre at Greenlaw, Newton Mearns providing 1,345 sqm of commercial floorspace across 36 flexible office suites. While the Greenlaw Business Centre was completed mid-March 2019 and an external management agent has been appointed to operate the centre on behalf of the Council, formal opening is delayed due to Covid-19 lockdown and the property's car park is 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. The project completed on site in October 2020 and the new road has now opened to the public.
- 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 14th September allowing ERC to progress to the next stage and a consultant has 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. New programme dates



following Change Control Request (ref. no. 191115\_ERC\_0026 - MA ref no. RS002)) approved in December 2020 by Cabinet.

- 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 is 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 outcome will identify if alterations require to be made to the over-arching project scope. As a result, the Scope RAG has been altered to Amber for the moment.
- 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. Detailed design is almost complete and we continue to work with Scottish Water to agree a partnership which will allow us to deliver the culvert work as part of our works package meaning one contractor on site; one period of road closure and minimise disruption to locals and commuters who use Aurs Road. Work is progressing on the tender documents and a revised programme following the Covid-19 impact has been issued as a Change Control Request (ref. no. 191115\_ERC\_0025 - MA ref no. AR003) approved in December 2020 by Cabinet.
- 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. As noted previously, the drop in water level has adverse implications for the original location of the Wake Park facility (not City Deal funded) on the southern side of the reservoir. However, this can be addressed by relocating the venue to the northern side of the reservoir where there is deeper water. This new location will generate operational synergies with the nearby Visitor Centre and allied facilities funded through City Deal. Access to the Wake Park and Visitor Centre will be taken from Aurs Road, the upgrading of which is also being financed through City Deal. As a result, the Visitor Centre development is interdependent on the Aurs Road realignment. The upgrading of Aurs Road is subject to delay, advised in a separate status report, which results in delayed availability of the development site for the visitor centre. The project scope for the visitor centre is being reviewed in light of these considerations, with project development work continuing. A phased approach is being considered which will allow earlier provision of key facilities and along with marketing to

stimulate sustainable growth in visitor numbers to the park. The indicative date for ERC internal approval to proceed with the project is October 2021. A CCR restating the overall programme (ref. no. 191115\_ERC\_0027 (MA ref no. VC007)) was approved in December 2020 by Cabinet.

#### **15.4 Canal and North Gateway Project (GCC) (Amber)**

15.4.1 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 Cowlares and a reinforced cultural community at Speirs Locks, complemented by a mixed-use commercial core at Port Dundas around the canal. This project includes a number of very different interventions across 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. In November 2020 the Cabinet approved a CCR (ref. No. 201009\_GCC\_034 - MA ref no. GCC/CCN/CNG/006) restating milestones dates for 4 sub-projects (all its projects not yet at FBC stage), namely: NGIWMS: Cowlares Link, Port Dundas: Dobbies Loan, Port Dundas: Pinkston Access and Remediation and Cowlares: Remediation & Servicing.

- With Sighthill Remediation Contract 1 complete. Additional monitoring commenced in accordance with contract 1 terms.
- Contract 2 is to complete the remediation of 50ha of vacant or derelict land was underway when Covid-19 lock down occurred. The contractor has now returned to site (in accordance with Scottish Government guidance), however is working with reduced staffing capacity due to restrictions; this has impact upon the planned completion date of Dec 2020. Construction ongoing to utilities, road and landscape. Grouting commenced to gap sites zones 1 and 2. Removal of excess materials instructed. SPEN point of connection to sub stations 3 and 4 concluded. SPEN leases to be concluded for substation 1, 2, 6 and 7. Status remains at AMBER to reflect the COVID 19 pandemic and continued uncertainty of potential further lockdown restrictions. Revised programme submitted by contractor, end date submitted of September 21 currently being assessed.
- The contractor for the Sighthill M8 Pedestrian Bridge 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. Full impact on Scope yet to be determined, however good progress is being made. Expected completion of bridge is now September 2021 due to Covid-19 impact.
- 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. Full smart system test event will be scheduled post Covid-19.

- 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. Timeline for full grant milestones to be completed by 2023
- North Canal Bank Street and Speirs Locks Landscape Link contractor returned to site early August 2020. Timelines being assessed for completion of project. Receipt of Material (Granite Setts) impacted by Covid, project team are currently assessing and working with contractor to re-programme where appropriate to mitigate against impact
- Speirs Locks Garscube Toll and Links contractor ceased working during lockdown. Contractor is back on site (early September) and 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. FBC expected for submission to May 2021 CEG however due to current COVID 19 Pandemic unknown if dates will have to be changed.

## 15.5 Collegelands Calton Barras (Amber)

15.5.1 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. In November 2020 the Cabinet approved a CCR (ref. No. 201009\_GCC\_034 - MA ref no. GCC/CCN/CCB/008) restating milestones dates for 4 sub-projects (all the sub-projects not yet at FBC stage), namely: Improving Public Transport: High St Station, Meat Market Roads and Infrastructure and CBAP: Development Deficit Grant Scheme.

- 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. Additional works are also complete, final financial position being assessed to ensure within contingency budget for project.
- 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. Site remobilisation commenced on 3rd August 2020. Contractor has

demobilised and are off site. Final defects inspection has been carried out. Project practical completion in Dec 20.

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

15.6.1 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. In November 2020 the Cabinet approved a CCR (Ref: 201009\_GCC\_030 (MA ref no. GCC/CCN/EIIPR/004) restating milestones dates for 16 sub-projects (all sub-projects excepted the 2 already completed).

- Practical completion has been achieved on the Intelligent Street Lighting (ISL) sub-project and Sauchiehall Street Avenue Phase 1.
- A number of current live pre-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.
- All sub-projects (excepted the completed ones) are still reporting at Amber on Scope and Time due to the Coronavirus (Covid-19) pandemic.
- Further delays have been reported since last approved CCR in November 2020. Sauchiehall Street Precinct FBC submission has been postponed of 1 month to October 21. Holland Street / Pitt Street and Kyle Street / North Hannover Street have both been postponed of 2 months to November 21.

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

15.7.1 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 3, Hillington/Cardonald, Camlachie Burn and Cardowan SWMP, have successfully completed, a number have live construction contracts impacted by Covid-19. In November 2020 the Cabinet approved a CCR (Ref: 201001\_GCC\_032 (MA ref no. GCC/CCN/MGSDP/006) restating milestones dates for 6 sub-projects.

- Camlachie Burn full scope has been delivered as per the FBC. Residual minor snagging has been identified for the contractor to undertake. Covid pandemic is affecting the contractor progress.
- 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. Shared site with Scottish Water works ongoing discussions with SW regarding access to shared area following movement in SW programme.
- 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.
- South East Glasgow SWMP Phase 3 raingarden construction and drainage installation works are complete and phase 4 raingarden construction and drainage installation works have commenced. Reached substantial completion of works at King's Park North. All work at Croftpark Primary School completed and handed back to Education Services. Roads Inspection works on Croftpark Avenue undertaken.
- Hillington/Cardonald SWMP Phase 1: Mossheights scope complete and contractor agreeing how to address remaining snagging issues.
- Hillington /Cardonald SWMP Phase 2: Queensland Gardens. Procurement preparation progressing, tender package published with closing date of mid Dec 20, Southside Housing Association collaboration agreement being progressed, vesting notification submitted to Scottish Water for new drainage assets. Timeline remains at AMBER to reflect the uncertain status due to COVID 19. FBC now expect to be submitted early 2021.

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

15.8.1 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. In November 2020 the Cabinet approved a CCR (Ref: 201009\_GCC\_031 - MA ref no. GCC/CCN/WFWEIQ/010) restating milestones dates for 21 sub-projects (all the sub-projects not yet at FBC stage).

- 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 currently under appraisal is expected to be appraised/approved by the Director for Regional Economic Growth via the Delegated Authority route (not by CEG approval). ITT undertaken and evaluated, with appointment of preferred Contractor awaiting FBC approval (via Delegated Authority route). 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. Although project remains committed to deliver the Scope, that will be fully defined within future FBC (October 2021) - quay wall integrity and public realm works.
- The Developing the Economic Role of SEC / Pacific Quay sub-projects 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; all the FBCs are delayed (to 2022/2023) 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 now postponed to August 2021 for Byres Road and to March 2023 for the University Avenue and Campus Connections. Byres Road's Design work being progressed in cognisance of TRO consultations.
- The Developing the Economic Role of QEUH and Adjacencies sub-project consists of QEUH 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. In November 2020 the CEG has approved a delay to the planned FBC submission for DDF2 from February 2021 to June 2021 CEG due to the Covid-19 pandemic and a delay to June 2022 for DDF1 and DDF2. Development Deficit Funding (DDF) 1 and 2 providing grant funding for



the construction of new commercial floorspace within Central Govan. Central Govan Action Plan Project DDF 1 has been combined with Developing the Economic Role of QEUH and Adjacencies - DDF 2; one FBC submission programmed for June 2021. CGAP 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 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.
- 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. The current construction end date is estimated as June 2021, however, a new construction programme is being established to take account of further impacts due to the January lockdown. A Change Control Request will be submitted to the PMO once established.
  - 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. ESPD exercise concluded; short-list of five suppliers agreed for ITT process. Formal planning process progressing. FBC expected for submission for CEG June 2021.
- 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.

## 15.9 Inchgreen Project (IC) (Amber)

15.9.1 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, positive dialogue has continued with Peel Ports in respect of the Joint Venture for the project. The partners are engaged in discussions with three potential end users for the project. The District Valuer is concluding negotiations of the two acquisition sites. In November 2020, the Director of Regional Economic Growth approved a CCR (Ref no: 201021\_IC\_CH0004 - MA ref no. IC-004) restating OBC (for Feb 2022 Cabinet approval) and FBC (for March 2021 CEG approval) dates with no impact expected to construction end date of March 2022. ***It is now estimated that the OBC will be considered at the June 2021 Cabinet.*** The OBC submission date will be duly advised and revised programme is to be confirmed.

## 15.10 Ocean Terminal (IC) (Amber)

15.10.1 The £14.1m City Deal funded Ocean Terminal Project aims to provide a new Cruise Line Terminal including a berthing facility, state of the art visitor centre, gallery and restaurant to boost the number of cruise ship passengers welcomed to Scotland through the facility operated by Peel Ports. It is estimated that over 150,000 passengers could pass through Greenock Ocean Terminal delivering £26 million in annual visitor and crew spend to the Scottish economy. 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 has been carried out with tenders issued by the end of October 2020. The tender return date was extended till January 2021. 2021. Tenders have now been received and are being evaluated. Subject to appropriate approvals contract works will commence in April 2021 and completed in March 2022. In November 2020, the Cabinet approved a CCR (Ref: 201021\_IC\_CH0005 - MA ref no IC002) restating Construction Start (to March 2021) and Construction End (to April 2022).

## 15.11 Inverkip Project (IC) (Amber)

15.11.1 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 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. Iberdrola have now committed to the project to tender stage, consultants have been engaged to refresh the roads design and the planning permission in principal, however these are progressing slower than anticipated. Design issues have now been resolved which include a signalised junction at Main Street and Harbourside, and a signalised roundabout adjacent to Brueacre. 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 and change control sheets will be submitted in due course once this impact is fully understood. In November 2020 the CEG approved a CCR (Ref no: 201021\_IC\_CH0003 - MA ref no. IC-003) restating



all future milestones dates, restating OBC (for Feb 2022 Cabinet approval). The OBC submission date will be duly advised and revised programme is to be confirmed.

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

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 the aim to appoint a Consultant to carry out a feasibility study in Q4. This study intends to outline high level costs and the feasibility of Eurocentral and the specific site for a low carbon hub, taking account of the future of travel (including the impact of Covid-19). Contract documentation is being reviewed in order to appoint consultants to design, project manage and contract administer the park and ride/low carbon hub proposals. 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. In November 2020, the CEG approved a CCR (Ref no: 200920\_NLC\_CH0025 - MA ref no. A8/M8 EPR CC 3) restating milestones dates for the Eurocentral: Park & Ride/Share sub-project. Discussions with Stakeholders is ongoing particularly with TS who now support the proposed STAG aligned feasibility methodology. Planning approval has been granted for the Orchard Farm Roundabout and the developer is preparing detailed work packages, programme and costings for project delivery. The council remain in contact with Transport Scotland's High Speed Rail team to understand the impact of the forthcoming feasibility study into rail stations at Eurocentral. The impacts will be incorporated into any programme and proposals. A steering group has been established with PDS, NLC and SE to share information, explore funding arrangements and in time, develop the OBC. A £8-10m 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. In terms of progress, an MSC consent was submitted for the freight terminal in October and further MSCs for remainder of freight element of the MIRP are due to be submitted to Planning by March 21 to support the delivery of the MIRP. Other technical consents are either signed with Transport Scotland or are under review with Network Rail. PDS are in discussions **with 5 potential** investment partners. The current programme indicates that the physical works will be delivered by the developer (PD Stirling Ltd) with City Deal funding providing a contribution to the works. At present, it is anticipated that the construction would commence in January 22 (current approved date October 2020) and be completed by June 22 (current approved date March 2021). Please note, the construction dates have not been confirmed by the developer. The dates will be amended when provided and confirmed by PD Stirling.

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

- 15.13.1 The £6.2m City Deal funded Gartcosh/Glenboig Community Growth Area Project involved the construction of a new link road from Glenboig to Gartcosh Business Park and the upgrade of existing road infrastructure, to provide a link road of local distributor road standard between Glenboig and Junction 2A of the M73 Motorway. 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 are undertaken by others - outwith the main contract. Ecological monitoring of mitigation measures (5 years monitoring) for the new link road has commenced.

#### 15.14 Pan Lanarkshire Orbital Transport Corridor Project (NLC) (Green)

15.14.1 The £227,656,227 City Deal and NLC funded Pan Lanarkshire Orbital Transport Corridor Project focuses on improving orbital and Pan-Lanarkshire connections across the City Region with the aim of realising opportunities for commercial and housing development at the Ravenscraig site. This project consists of 3 components:

Project consists of 3 components:

- The Ravenscraig Infrastructure Access (RIA) seeks to improve access from: the M74 into Ravenscraig with a new dual carriageway and new road crossing of the West Coast Main Line railway; and from Ravenscraig to the M8 through 3.4km of dualling of the existing A723/B799 from Merry Street / New Craig Road roundabout and a new footbridge at Legbrannock. The RIA OBC was approved by Committee on 27th August and GCRCD Cabinet on 6th October. In terms of progress, Formal commencement of GRIP 4 for the WCML crossing and commencement of network planning by Network Rail for winter 2022 track closure has taken place, public engagement on the proposed RIA South scheme was undertaken throughout December and negotiations with owners and occupiers of land required for the WCL Crossing *is advancing*.
- 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, economic modelling concluded and procurement of professional services commission for Stage 3 onwards progressing. 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. Overall programme is currently as reported in Q4 19/20 with the options generation and appraisal (OG&A) experiencing a delay (SRTM modelling issues, plus additional investigation work implemented). Advanced procurement of the GI Contract is intended to mitigate overall programme impact, with award intended immediately following identification of the preferred route. Identification of preferred route has taken longer than anticipated but key dates in overall programme are maintained.
- 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~~ has been developed in consultation with Scotrail, who are upgrading Motherwell Station, to ensure an integrated design solution. Progress has continued to be made on the Motherwell Rail Station project, led by ScotRail, to Phase 2 of the contract with Phase 3 due to commence early in 2021. 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.

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

15.15.1 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 and returned on 1<sup>st</sup> December 2020. Following completion of the tendering and evaluation process, the Full Business Case was submitted to PMO on 15<sup>th</sup> January for review and this was presented **and approved at** RC Leadership Board on 24<sup>th</sup> February and City Deal CEG on 25<sup>th</sup> February 2021. **Subsequently the recommendation to award the contract was approved at RC Finance, Resources and Customer Services Policy Board on 5th March 2021.** General Vesting Declaration (GVD) **date of entry achieved of** 26<sup>th</sup> February 2021. Considerable progress has been made clearing/partially clearing a number of planning conditions to allow contractor to commence site works on award. All conditions for GCC and WDC have now been signed off by GCC and WDC to allow site start, work continues with the RC teams. 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 has now been submitted requesting offshore disposal of arisings. In parallel a Screening report has been submitted to MS exploring opportunities to use Lobnitz Dock as a repository for dredge material, to aid cost savings on the project. This screening has successfully established that an application to fill Lobnitz Dock will not require a new Marine EIA, thus reducing programme risk for this option.

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

15.16.1 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. Since the restart of construction, good progress continues to be made on site which included significant construction milestones including the new 'Wright St Bridge' with all service ducts now installed and the deck concrete pours complete. Works to be completed include waterproofing, kerbing and footways/pavements. Installation of the Black Cart Cycle

bridge did not take place as programmed due to an incident that occurred during transportation of the bridge to its “lifting position”. Wills Bros and specialist sub-contractor Mammoet **have concluded investigations** into the cause of the incident, which **have been** captured in a single incident report compiled by Wills Bros **which was issued on 12th February 2021**. A revised programme for the bridge installation **has still to be fully determined and is dependent on agreement of additional airport closures**. Given the location of the bridge in proximity to the rest of the site, no knock-on delay is anticipated to the vast majority of the remainder of the GAIA works. With consideration to new lockdown measures Wills Bros continue to implement COVID safety protocols and keep these under review.

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

15.17.1 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. Noise Assessment Report now published and next steps are now underway including assessment of costs. Overall outturn remains £16.0m and to date we’ve spent around £14.65m leaving circa £1.350m for remaining noise insulation / compensation claim / monitoring etc.

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

15.18.1 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. A Change Control request (Ref no: 201009\_SLC\_011 – MA ref.: SLC City Deal Recovery Plan\_091020.doc) seeking to move Construction End date from July 2020 to Feb 2021 (+7mths). was approved by the CEG on 26/11/2020. Current programme has a planned completion of 24 April 2021 and contractual completion date around mid-May 2021 however inclement weather is disrupting works on site at present. 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.

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

15.19.1 The £62.2m City Deal funded Stewartfield Way Transport Capacity Project initially proposed upgrading the entire length of Stewartfield Way. The scope of the project was initially to upgrade the entire length of Stewartfield Way to dual carriageway standard from the junction with the A726, Glasgow Southern Orbital, to a new junction with the A725 trunk road, east of Whirlies Roundabout. The project is now going through further development taking into account of: 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 SBC is complete. The SBC was approved by the SLC Executive Committee on 10<sup>th</sup> March 2021. The revised SBC has been submitted to the PMO for appraisal and for consideration at the June 2021 Cabinet.

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

15.20.1 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-19 restrictions have impacted upon a number of CGA subprojects. In November 2020 the Cabinet approved a CCR (Ref no: 201009\_SLC\_011 - MA SLC City Deal Recovery Plan\_091020.doc) for 5 subprojects are seeking a change to their construction end dates.

- 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. In November 2020, the Cabinet approved a change in milestones restating FBC approval to April 2021 and construction end Feb 2022. A further Change Control is being prepared to reflect slippage in the programme.

- 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. 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 and it has been intimated by them that this will take longer than envisaged. In November 2020, the Cabinet approved a change in milestones. COVID issues have and are still delaying some of the investigation works. A further change control has been approved moving the date for CEG to March 2022 and construction completion in October 2022. Once agreed this will be altered on the reports for Q4 2020/21.
- The Larkhall Nursery Extension sub project is currently undergoing design work with Planning Consent in place. Following a review of site options for this project, completion of feasibility studies and options appraisal work this project will be subject to change. A Change Control Request will be submitted.
- 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 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 approved by the PMO setting out revised programme.

## **15.21 Exxon Site Development Project (WDC) (Amber)**

- 15.21.1 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. Following the CCR 200925\_WDLC\_014 (MA ref no. 001), by the CEG on 26/11/2020, the proposed dates below have been approved. The project remains on programme to be completed by 2025 despite some variance in the dates as set out in the SBC. The changes in dates are as a result of the protracted negotiations with Exxon in reaching commercial terms for the exchange of the site. This was largely driven by the demands of reaching a suitable environmental remediation strategy between Exxon and the regulator for this former industrial site. 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 meeting took place to discuss benefits reporting and WDC have provided this information in their Q4 report.

## **15.22 Airport Access Project (Amber)**

- 15.22.1 A separate paper on Airport Access Project and the Metro Feasibility Study is included on the agenda.

## **15.23 Working Matters (Successor Project) (Completed)**

- 15.23.1 The Working Matters Successor Project concluded on 31 July 2020. On the 8th December the Cabinet agreed the payment of the Working Matters Successor Project grant payments due for financial years 2019/20 and 2020/21 (until the 31 July 2020). A final financial statement for the Working Matters project will be included in the Q1 2021/22 report to the Chief Executives' Group and Cabinet.

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

### **16.1 Annual Implementation Plan Status**

- 16.1.1 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.

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

Table 2: AIP Status Summary as at 16/03/21

SUMMARY	City Deal Actions		RES Actions		Total Actions	
Red	4	6%	0	0%	4	3%
Amber	3	4%	2	4%	5	4%
Green	37	52%	19	40%	56	47%
Complete	24	34%	4	8%	28	24%
Superseded	1	1%	20	42%	21	18%
Future	2	3%	3	6%	5	4%
Total	71	100%	48	100%	119	100%

16.1.3 Monitoring shows that, at 16/03/2021:

- Of the 71 City Deal actions within the AIP, the majority are progressing as planned, have already been completed or are 'Future' actions. However, 7 (10%) 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, 2 (4%) have an Amber status.

16.1.4 Of those with Red/Amber status, a number are due to slippage in timescales. Revised timescales agreed by the CEG 25<sup>th</sup> March are set out in the table below.

Table 3: Revised Timescales

Ref	Theme	Action	Approved Timescale	Proposed Revised Timescale
3.0	Legal & Proc.	Create a Sustainable Procurement Strategy replacing the City Deal Community Benefit and Procurement Strategies	April 21	Jun 21
6.0	Com. Benefits	Refresh GCR City Deal Guidance Documentation to reflect Sustainable Procurement Strategy	Feb 21	Jul-21
9.0	Com. Benefits	Complete Cenefits Data Protection Impact Assessment	Dec-20	Jul-21
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.	Jan-21	April - 21
17.0	Benefits Realisation	Developing accurate mapping of City Deal benefits – both outputs and follow on developments.	Feb-21	May-21
46.0	Audit	3 <sup>rd</sup> assurance audit report from 2020/21 – Grant Claim Eligibility Phase 2	Feb-21	Jun-21



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'	Dec-20	Apr-21
92.0	RES Business	Review existing support and new planned activity for social enterprise across the Region to determine new Regional target for growth	Oct-20	Apr-21
104.0	RES People	Work with our skills providers and industry leads to build careers route ways and increase opportunities for advanced digital skills	Jun-21	Ongoing
108.0	RES People	Launch a Regional Fair Work Strategy outlining how Living Wage will be promoted	Mar-21	Mar-22

## Appendix 1: PROJECT STATUS UPDATES

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

Project Name	Sub Projects	SBC	OCB	Augm OCB	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	G	G	F	F	Jul 2023	Dec 2025
	Bishopbriggs Relief Road/Westerhill Masterplan - BRR5/ Westerhill	C	F	n/a	F	G	G	F	F	TBC	
	A803 Sustainable Travel Corridor	C	F	n/a	F	G	G	F	F	TBC	
	Bishopbriggs Town Centre Regeneration – Public Realm/ Business Incubation Space	C	F	n/a	F	G	G	F	F	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	C	G	18/08/2015	Aug 2016
	Business Boost	C	C	C	C	A	C	A	A	30/11/2017	Mar 2019
	Aurs Road Realignment	C	F	G	G	G	G	G	G	25/11/2021	Mar 2023
	Balgraystone Road	C	C	C	C	A	G	G	G	28/03/2019	Apr 2020
	New Railway Station and allied works	F	F	G	G	A	G	G	G	Sep 2023	Jan 2025
	Levern Valley Link	F	F	A	A	G	G	G	G	Sep 2024	Nov 2025
	Dams to Darnley Visitor Facilities	F	F	A	G	A	G	G	G	Dec 2022	Apr 2024
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	C	C	C	15/12/2015	Nov 2017
	FBC 2: Sighthill Remediation (Contract 2)	C	A	A	A	A	A	A	A	18/10/2016	Jan 2020
	FBC 3: Sighthill: Cowlares Bridge; Port Dundas; and 100 Acre Hill	C	C	C	A	A	A	A	A	29/03/2018	Jul 2019
	FBC4: NGIWMS	C	A	A	A	A	A	A	A	29/03/2018	Jun 2019
	NGIWMS: Cowlares Link	F	A	A	A	A	A	A	A	20/05/2021	May 2022
	FBC 5: North Canal Bank Street / Landscape Link	C	A	A	A	A	A	A	A	29/05/2019	Apr 2020
	FBC 7: Sighthill M8 Pedestrian Bridge	C	A	A	A	A	A	A	A	30/01/2020	Sep 2021
	FBC 6: Speirs Lock: Garscube Toll & Links	C	A	A	A	A	A	A	A	28/11/2019	Jul 2020
	Port Dundas: Dobbies Loan	F	F	F	F	F	F	F	F	Aug 2022	Aug 2023
	Port Dundas: Pinkston Access and Remediation	F	F	F	F	F	F	F	F	Aug 2022	Aug 2023
	Cowlares: Remediation & Servicing	F	F	F	F	F	F	F	F	Aug 2022	Aug 2023
4. Collegelands Calton Barras		C	C	C	F	A	A	A	A	various	various

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	End of construction
	Improving Public Transport: High St Station				F	F	F	F	F	Jan 2022	Sep 2023
	Meat Market Roads and Infrastructure				F	A	A	A	A	29/07/2021	14/08/2022
	FBC 2: Meat Market Site Remediation				C	C	C	A	A	20/06/2019	01/08/2020
	CBAP: Development Deficit Grant Scheme				F	F	F	F	F	20/01/2022	Sep 2023
	FBC 3: Junction Improvements				C	C	C	A	A	20/06/2019	18/04/2020
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1				C	C	C	A	A	24/05/2017	01/07/2018
5. City Centre Enabling Infrastructure Integrated Public Realm		C	C	C	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	Sep 2021	Oct 2023
	Block A - Argyle St East (Hope Street-Glasgow Cross)				F	F	F	F	F	Aug 2023	Jan 2026
	Block A - St Enoch's Square - Dixon Street				F	F	F	F	F	Aug 2023	Jan 2026
	Block A - Bath Street East-Cathedral Street				F	F	F	F	F	Jan 2025	Dec 2026
	Block A - Kyle Street - North Hanover Street				F	A	A	A	F	01/12/2021	Nov 2023
	Block A - The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)				F	A	A	A	A	23/09/2021	Jun 2023
	Block A - Sauchiehall Street Precinct				F	A	A	A	A	28/10/2021	Jun 2023
	Block B - Holland Street/Pitt St				F	A	A	A	A	25/11/2021	Aug 2023
	Block B - Elmbank Street & Elmbank Crescent				F	F	F	F	F	Feb 2025	Nov 2026
	Block B - Glassford Street/Stockwell Street				F	F	F	F	F	Nov 2025	Jan 2028
	Block B - Broomielaw/Clyde Street				F	F	F	F	F	Feb 2026	Oct 2028
	Block C - Hope Street				F	F	F	F	F	Jan 2027	Dec 2028
	Block C - International Financial Services District				F	F	F	F	F	Jan 2027	Dec 2028
	Block C - St Vincent Street				F	F	F	F	F	Sep 2026	Oct 2028
	Block C - John Street				F	F	F	F	F	Jul 2023	Mar 2025
	Block C - George Street				F	F	F	F	F	Oct 2026	Dec 2028
	Intelligent Street Lighting				C	C	C	C	A	29/03/2018	16/06/2019
6. Metropolitan Glasgow Strategic Drainage Partnership		C	C	C	F	A	A	A	A	various	various
	FBC 1: Camlachie Burn				C	C	C	A	A	29/03/2017	05/07/2019
	FBC 2: Cardowan Surface Water Management Plan (SWMP)				C	C	C	A	A	02/08/2018	03/09/2019
	FBC 4: South East Glasgow SWMP				C	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	30/08/2018	03/05/2019
	Hillington/Cardonald SWMP - Ph 2				F	A	A	A	A	28/01/2021	Nov 2021
	Hillington/Cardonald SWMP - Ph 3				F	F	F	F	F	28/10/2021	Jul 2022
	FBC 5: Garrowhill/Ballieston SWMP				C	A	A	A	A	29/08/2019	Nov 2022

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	End of construction
	Drumchapel SWMP				C	A	A	A	A	30/01/2020	Mar 2021
	Cockenzie St SWMP				F	F	F	F	F	17/06/2021	Mar 2022
	Fullerton Avenue SWMP				F	F	F	F	F	01/02/2023	Mar 2023
	Eastern Springburn SWMP				F	F	F	F	F	22/04/2021	Feb 2022
	High Knightswood/Netherton SWMP				F	F	F	F	F	17/02/2022	Nov 2022
7. Clyde Waterfront West End Innovation Quarter					F	A	A	A	A	various	various
	Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm				F	A	A	A	A	26/08/2021	Apr 2023
	Develop. Econ. Role of GU - University Avenue and Campus Connections				F	F	F	F	F	Mar 2023	Apr 2024
	Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge				F	F	F	F	F	Oct 2022	Nov 2023
	Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link				F	F	F	F	F	Sep 2023	Sep 2024
	Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link				F	F	F	F	F	Apr 2022	May 2023
	Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge				F	F	F	F	F	Sep 2023	Oct 2024
	Investing in the Strategic Road Network to Unlock Development (M8 Jct19)				F	F	F	F	F	Feb 2023	Feb 2024
	Develop. Econ. Role of Queen Elizabeth University Hospital (QEUH) and Adjacencies - Development Deficit Funding 1				F	F	F	F	F	Jun 2022	Dec 2023
	Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 2				F	A	A	A	A	17/06/2021	Aug 2023
	Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3				F	F	F	F	F	Jun 2022	Dec 2023
	Developing the Economic Role of QEUH and Adjacencies - Access Improvements	C	C	C	F	F	F	F	F	Jun 2022	Dec 2023
	Developing the Economic Role of Yorkhill Hospital Site				F	F	F	F	F	Aug 2023	Aug 2024
	FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South)				C	C	C	C	A	29/03/2018	22/04/2019
	CGAP Development Deficit Funding – Commercial Floorspace 1				F	A	A	A	A	25/02/2021	Feb 2022
	FBC 2: CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor)				C	A	A	A	A	20/06/2019	18/06/2020
	Access and Integrity of Waterfront The Briggait/Lancefield Quay				F	F	F	F	F	Apr 2023	Nov 2024
	Access and Integrity of Waterfront - Yorkhill Quay				F	F	F	F	F	Apr 2023	May 2024
	Access and Integrity of Waterfront - Windmillcroft Quay				F	A	A	A	A	28/10/2021	Jun 2023
	Access and Integrity of Waterfront - SEC - Active Travel				F	F	F	F	F	Mar 2023	Apr 2025
	Access and Integrity of Waterfront - Custom House Quay				F	F	F	F	F	Mar 2023	Mar 2025
	Access and Integrity of Waterfront - Calton Place				F	F	F	F	F	Mar 2023	Mar 2025
	Access and Integrity of Waterfront - Tradeston Phase 1				C	G	G	G	G	KR	Nov 2021
	Access and Integrity of Waterfront - Tradeston Phase 2				F	F	F	F	F	TBC	TBC
	Access and Integrity of Waterfront - Govan Graving Docks				F	F	F	F	F	Apr 2023	Apr 2024

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	End of construction
	Improving Connectivity between GU and QEUH - Govan-Partick Bridge				F	A	A	A	A	17/06/2021	Apr 2023
	Improving Connectivity between GU and QEUH - Active Travel Route (North)				C	A	A	A	A	31/10/2019	Oct 2020
	Improving Connectivity between GU and QEUH- Active Travel Route (South)				F	F	F	F	F	Jun 2022	Dec 2023
Inverclyde Council											
8. Inchgreen		C	F	n/a	F	G	A	G	F	Mar 2021	Mar 2022
9. Ocean Terminal				n/a	F	A	G	A	A	various	various
	Marine Works	C	C	C	C	C	C	C	G	29/05/2019	Mar 2020
	Terminal Building			F	C	A	G	A	A	28/11/2019	Apr 2022
10. Inverkip		C	C	F	F	G	A	A	G	26/08/2021	Feb 2022
North Lanarkshire Council											
11. A8 M8 Corridor Access Improvements			n/a	n/a	F	G	G	G	G	various	various
	Eurocentral: Park & Ride/Share	C	F	n/a	F	G	G	G	G	Oct 2022	Nov 2023
	Orchard Farm Roundabout		F	n/a	F	G	A	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	Jun 2018
	Glenboig Link Road - FBC 2				C	C	C	G	G	30/12/2016	Jun 2018
13. Pan Lanarkshire Orbital Transport Corridor			n/a	n/a	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	C	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	C	C	G	A	23/05/2019	Jan 2017
17. Greenhills Road		C	C	C	C	G	A	G	A	30/08/2018	Feb 2021
18. Stewartfield Way Transport Capacity		C	F	n/a	F	A	A	G	A	Apr 2022	Mar 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	C	C	C	A	24/05/2017	Dec 2017
	Newton Farm Primary School				C	C	C	C	A	03/02/2016	Aug 2017

Project Name	Sub Projects											
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	End of construction	
	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			C	C						various	various	
	FBC1: Woodhead Primary School Extension				C	C	C	C	A	02/08/2018	Aug 2019	
	FBC2: Highstonehall Road Upgrade Works				C	C	C	C	A	29/11/2018	Apr 2019	
	FBC3: Woodfoot Road Transport Corridor Improvements				C	C	C	C	A	25/04/2019	Dec 2019	
	FBC4: Woodfoot Road/Wellhall Road Junction				F	F	F	F	F	25/11/2021	Jun 2022	
	FBC5: Wellhall Road/Hillhouse Road Junction				F	F	F	F	F	25/11/2021	Jun 2022	
	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions				F	F	F	F	F	Apr 2022	Mar 2023	
	FBC7: Calderside Academy				F	F	F	F	F	01/02/2022	Oct 2023	
	19c. Community Growth Area - Larkhall					C	C					
Holy Cross High Extension			F	F	F			F	F	Feb 2022	Aug 2024	
Glengowan Primary School Extension			F	G	G			G	A	22/04/2021	Feb 2022	
Larkhall Nursery Extension			F	G	G			G	A	26/11/2020	Aug 2021	
Merryton Roundabout & Link Road			F	F	F			F	F	Nov 2021	Aug 2023	
A72 Lanark Road / M74 Signalisation			F	G	G			G	A	29/07/2021	Mar 2022	
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
	Park and Ride Facility - Hairmyres					F	F	F	F	F	Apr 2023	Mar 2024
	New Primary School (Phase 1) - Jackton	F				G	G	G	A	25/11/2021	Jul 2023	
West Dunbartonshire Council												
20. Exxon Site Development Project		C	C	C	F	G	G	G	A	25/11/2021	May 2024	
Regional Projects												
21. Airport Access (Regional Project)		C	C	F	F	A	A	A	G	Dec 2022	Oct 2025	
INNOVATION PROGRAMME												
	ICE - Imaging Centre of Excellence	n/a	n/a		C	C	C	C	G	17/03/2015	complete	
	Medicity	n/a	n/a		C	C	C	C	G	17/03/2015	complete	
	Tontine	n/a	n/a		C	C	C	C	G	15/10/2015	complete	
SKILLS & EMPLOYMENT PROGRAMME												
	Working Matters (Successor Programme)	n/a	n/a		C	G	G	G	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 – Glasgow City Region City Deal Programme Business Case Refresh.**

The key changes to be made to the PBC are summarised as follows:

- a. Updated to reflect the addition of East Dunbartonshire's Place and Growth Programme to the overall City Deal Programme

### **Strategic Case Updates:**

- b. Updated the policy/strategy section to include relevant UK, Scottish and Regional strategies launched in since the PBCv2.3 (e.g. the Public Health Scotland Strategic Plan 20-23)
- c. Updated the policy alignment section to show increased focus on Community Wealth Building, climate change/zero carbon and the continuing policy focus on regional approaches as demonstrated in the Advisory Group on Economic Recovery's (AGER) request to Scottish Government to 'pivot' to regional working
- d. Updated the programme objectives section to show how the City Deal objectives map to UK, Scotland and Regional strategies' objectives as per the recommendation in the Gateway Readiness Improvement Plan
- e. Updated to include narrative from the revised Economic Baseline including the three Grand Challenges, and to reflect the potential impacts of Covid on the economic context within which the Deal is being delivered and the potential for further widening of inequality gaps
- f. More detail added on the Communication Group which now includes government partners and key documents including the Communication Protocol and Core Script
- g. Updated dependencies, risk and issues

### **Socio-Economic Case Updates:**

- h. Updated the narrative regarding the counterfactual/base case for the economic case
- i. Updated with the outputs and economic impacts of the 21 OBCs approved at end of September 2020 versus the 14 OBC which were in the 2019 version
- j. Updated with the performance on Community Benefit delivery

### **Financial Case Updates:**

- k. Updated to reflect spend position and future profile of spend

### **Commercial Case Updates:**

- l. Updated with additional information on follow-on investment from the 21 OBCs

### **Management Case Updates:**

- m. Updated to reflect revised project milestone dates, projects now completed and passing of Gateway 1
- n. Stakeholder Matrix updated to reflect Dependencies Register and role of Regional Partners in City Deal delivery
- o. Programme Assurance updated to reflect additional audits completed in period.



### Appendix 3: PROGRAMME RISK REGISTER

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

Risk Ref	Date Identified	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	4	3	12	High	Treat	Change Control Requests were approved by Dec 2020 Cabinet for 13 projects, restating their timescales as a result of delays caused by the first Covid lockdown in Spring/Summer 2020. While project timescales are to be impacted, at this stage, project scope remains unchanged meaning benefits realisation will be delayed, but should be realised. 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 revised programme timescales resulting from the 13 Covid-related CCRs were discussed at the Annual Conversation in December 2020. Anecdotal reports note further impacts to projects' productivity as a result of the January 2021 lockdown, with projects advising further CCRs will be forthcoming.	4	3	12	High	16/03/2021	↔
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	<b><i>Discussions are ongoing at meetings of the Procurement Support Group.</i></b> Member Authorities are liaising directly with contractors regarding any changes to community benefit and the PMO continues to monitor delivery. To date 4 Employment and 9 Skills and Training benefits have been substituted with 2 Skills and Training benefits delayed and 4 'Not Delivered' within the period,	3	3	9	Medium	16/03/2021	↔
rsk 0003	14/11/2017	Open moved from Issue Log (is_0013)	Professional	Submission of Incomplete Business Cases by MAs	RISK: Impact on project delivery CAUSE: Some business cases are submitted to the PMO by MAs either late and/or incomplete. This causes a significant challenge to the PMO in appraising the Business Case within the timescale and potentially compromises the quality of the appraisal and the recommendation made to CEG and Cabinet. EFFECT: The submission of late and/or incomplete business compromises the business case approval process and the outsourcing of reviewers to form the appraisal team. .	N/A	PMO-Assistant Head	PMO - Programme Mgr	4	3	12	High		Additional guidance on business case submission process has been included within the Programme Management Toolkit. Audit of compliance with business case submissions completed and approved at 02/06/2020 Cabinet. Follow-up actions from the Audit successfully completed. Scheme of Delegation approved by CEG and Cabinet in August 2020 giving permission for Director of Regional Economic Growth to approve compliant FBCs below £4.5m which are aligned to approved OBC	3	3	9	Medium	16/03/2021	↔
rsk 0006	03/04/2020	Open moved from Issue Log (is_0013)	Finance, Economic	Business impacts due to International Trade	RISK: 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 CO2 emission in transport if not sourced locally.	N/A	PMO-Assistant Head	PMO-Assistant Head	3	4	12	High		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. Brexit Deal has been agreed reducing uncertainty regarding trading arrangements. Anecdotal reports of cost increases to certain supplies resulting from Brexit. PMO continues to monitor with projects.	2	4	8	Medium	16/03/2021	↔
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 example to Covid-19. EFFECT: Programme may underspend against grant receipt and impact upon release of future tranches of investment funding.	N/A	PMO-Assistant Head	PMO-Finance Manager	4	3	12	High	Treat	Individual projects have reported required Change Controls resulting from Covid Impact to the PMO. Change Controls have been approved by Dec 2020 Cabinet subject to reprofiling of expenditure being provided with 2021/22 Q4 returns. 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 Q3 2020/21 is in excess of the £30m grant due in 2020/21. FSG continue to monitor actual spend compared with projected spend each quarter.	3	3	9	Medium	16/03/2021	↔

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 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. 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 3 returns to the PMO. Work has recommenced on the development of the Regional Investment Prospectus aimed at attracting private sector capital investment to City Deal sites. <b>Opportunities are being added to the Zoom Prospector platform.</b>	4	2	8	Medium	16/03/2021	↔
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 with successful applicants confirmed Jan 2021. New commitments from Cabinet to contribute to new / emerging policy priorities including Inclusive Growth and Tackling Poverty. Annual refreshing of the Programme Business Case has been completed for 2020 to show policy alignment. Flexibility within the Programme Prioritisation Framework to respond to new priorities. Programme Dependency Register used to identify/manage dependencies with other public/private sector agencies activity. Transport Scotland's STPR2 Phase One report has sifted in Metro project for the next stage of appraisal. <b>£650k of Regional Renewal Revenue Funds awarded by Scottish Government to City Region including £160k for Metro project support.</b>	3	2	6	Medium	16/03/2021	↔
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 EFFECT: Impact on Member Authorities' capital borrowing and revenue funding	G.	PMO-Director of Regional Economic Growth	PMO-Finance Manager	3	4	12	High	Treat	Member Authorities must receive local approval for their 14% funding contribution and their own Business Cases prior to submitting this to the GCR PMO for appraisal. Individual Member Authorities assess the priority of their proposed City Deal projects alongside their own wider capital investment programmes for their local area. Debt financing costs will be met from Member Authority resources and be in line with the Prudential Borrowing Code. Member Authorities' financial positions continue to be assessed via quarterly financial monitoring. Contract management boards have been established in a number of authorities to review and manage MA's financial impacts related to Covid 19. Extended Project Status Reports to capture external funding sources for projects and this funding and associated spend is now also being reported to PMO by MAs and reviewed. <b>£65m of accelerated City Deal funding has been awarded to City Region for spend to end March 2021. funding will mitigate existing borrowing costs.</b>	3	2	6	Medium	16/03/2021	↔
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 April 2021 will include refreshed actions on business engagement. Supplier Engagement Event being organised for June 2021.	3	2	6	Medium	16/03/2021	↔

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 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 Deal projects	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 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 held in December 2020.	2	2	4	Low	16/03/2021	↔
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 (SPS) will align with the work on procurement being undertaken with the SG for the Community Wealth Building Action Plan, and the ambitions of the Regional Recovery Plan. The SPS is scheduled to be submitted to Cabinet in June 2021.	2	2	4	Low	16/03/2021	↔
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	16/03/2021	↔
rsk 0042	15/01/2021	New	Sustainable Procurement	Achievement of Community Benefits	RISK: The commitments within the Community benefit and Procurement Strategies are not implemented by all MAs. CAUSE: Systems, processes, documents, guidance and support made available to MAs for use to maximise opportunities from suppliers and for delivery of benefit outcomes not being adopted and applied consistently by all MAs. EFFECT: Loss of opportunities in Contracts and Non delivery of Benefit Outcomes.		PMO-Assistant Head	PMO - Legacy Manager	3	4	12	High	Treat	As the Community Benefit Pilot, that includes the use of Cenefits system, enters the final months refreshed Buyers & Suppliers guidance to implement the consistent approach has been issued to all MAs by the Procurement Support Group (PSG). PSG continues to act as a forum for support and knowledge / experience exchange to close the widening gap between those MAs advancing with City Deal best practice and those making less progress. The PMO continues to engage with and provide support to MAs and Lead Officer Group will be provided with a second Pilot Progress Report that identifies the elements of the pilot that have and have not been implemented within each MA and it is expected that the MAs will have resolved these issues for the Q4 Report to the CEG and Cabinet .	3	3	9	Medium	09/03/2021	↔
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. <b>The Assurance Framework and Programme Business Case have been updated in Dec 2020 and Feb 2021 respectively.</b> 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).	2	1	2	Low	09/03/2021	↔



**Appendix 4: PROGRAMME ISSUES LOG**

Issue Ref:	Date Raised	Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholders	Target / Timescale	Priority	Status	Date Checked
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. A proposal has been submitted to the PMO by CITB and procurement is progressing via a Sole Supplier Justification.	PMO / MA	Mar-21	Medium	Open	09/03/2021
is_0035	09/09/2020	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 timely 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	16/03/2021
is_0037	15/01/2021	Reporting	PMO-Director of Regional Economic Growth	Legacy Officer	Non Reporting of Contract and Community Benefit Outcomes.	Not all Member Authorities utilise the Cenefits system which means they are not keeping the system up-to-date and are not providing the PMO with the required information through other methods.	ISSUE: Some Member Authorities are not providing contract and community benefit reports to the PMO. CAUSE: Information on the Cenefits system has not been updated since Q4 1920/20 by 3 Member Authorities and the information required is not being provided by those authorities using other methods. EFFECT: Figures reported for the Programme are inaccurate due to missing/incomplete and out of date information.	The PMO continues to engage with and provide support to those Member Authorities who are not yet updating the Cenefits system or providing reports for their contracts and community benefits. The issue is raised and discussed at 6 weekly meetings of the Procurement Support Group and the Lead Officer Group were provided with a Tracker that set out a RAG status for each element of core monitoring reporting functions for their MA for Q2 2020 21 reporting period and for Q3 2020 21 at their meeting on 25th Jan 2021. The extent to which each MA is using Cenefits for managing community benefits through City Deal contracts will also be captured within the upcoming 2nd review of Cenefits system to be carried out by the Intelligence Hub.	PMO / MA	Mar-21	Medium	Open	16/03/2021

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

Actions	Ref	Theme	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
CD	1.0	Legal & Proc.t	Continue to deliver existing City Deal Community Benefit Strategy and Procurement Strategies	Ongoing		The existing Community Benefit and Procurement Strategies will continue to be delivered until the development of the new Regional Sustainable Procurement Strategy is concluded.	Green	11/03/2021
CD	2.0	Legal & Proc.t	Work collaboratively to support delivery / make a contribution to; Equality, Inclusive Growth and Community Wealth Building Outcomes.	Ongoing		The reports produced by CLES and the SG around the progressive use of procurement and V&DL were submitted to the Regional Partnership on 25th February 2021.	Green	09/03/2021
CD	3.0	Legal & Proc.t	Create a Sustainable Procurement Strategy replacing the City Deal Community Benefit and Procurement Strategies	Apr-21	Jun-21	<b><i>The draft Regional Sustainable Procurement Strategy is being developed and, subject to approval this cycle for a revised timescale, will be submitted to the CEG in May 2021 and Cabinet in June 2021 in line with a revised schedule proposed by the Director for Regional Economic Growth in order to manage the number of Cabinet agenda items.</i></b>	Green	09/03/2021
CD	4.0	Com. Benefits	Monitoring & Reporting Community Benefit and reporting Contract Awards: Ensure Compliance with Governance and Programme Framework for Community Benefits	Quarterly Reports		<b><i>Status remains at RED - until all of the 7 MAs who have awarded City Deal contracts update Cenefits system for Contracts and /or Community Benefits and meet minimum reporting requirements by completing Section F.2 of their PSRs. In response to the recent audit of Community Benefit Arrangements an issue (is_00 37) has been added to the Programme Issues Log highlighting that some MAs have not reported up to date contract information. The PMO continues to update LOG and PSG members and to engage with the relevant MAs individually to address the reasons for this and to set out the minimum reporting requirements to meet the arrangements set out within the PMT.</i></b>	Red	11/03/2021
CD	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.	Ongoing		<b><i>Status remains RED until all contract and community benefit information contained within Cenefits system is updated by all MAs for Q4 2020/21, demonstrating compliance the Buyers Guide. As part of the Management response to the recent community benefit audit an additional risk (risk_0042) was added to the Programme Risk Register for reporting period Q3 2020-21.</i></b>	Red	11/03/2021
CD	6.0	Com. Benefits	Refresh GCR City Deal Guidance Documentation to reflect Sustainable Procurement Strategy	Feb-21	Jul-21	Action once Regional Sustainable Procurement Strategy 2021 - 2026 has <b><i>been approved in June 2021</i></b>	Future	11/03/2021
CD	7.0	Com. Benefits	Implement changes to reflect refreshed Buyers' and Suppliers' Guidance	Mar-21		<b><i>Status remains at RED until monitoring and reporting data provided via Section F.2 of the PSR reflects that the processes within the Buyers Guide have been implemented by all MAs who have awarded City Deal contracts.</i></b>	Red	11/03/2021
CD	8.0	Com. Benefits	Cenefits Contract Management & Procurement Review	Apr-21		<b><i>The Cenefits Contract Review 4 was rescheduled to 17th March 2021 to allow time for proposals for the Community Wishlist Approach to be considered, including any future system developments required, and to include these in the Cenefits Extension report to the CEG on 25/3/21. The current Agreement with WCA expires on 30th April 2021.</i></b>	Green	11/03/2021
CD	9.0	Com. Benefits	Complete Cenefits Data Protection Impact Assessment (DPIA)	Dec-20	Jul-21	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 is awaiting feedback on an initial draft DPIA that was drafted in 2019 and will progress the DPIA once guidance on the draft has been provided as agreed. Status remains at Amber until progress has been made.	Amber	11/03/2021
CD	10.0	Com. Benefits	Lead Procurement Support Group to oversee pilot implementation	Apr-21		<b><i>Status remains at RED until quarterly reporting shows, via completions of Section F.2 of the PSR and Cenefits system update, that the gap between those MAs who have implemented processes set out within the Buyers Guidance (ERC, GCC, NLC, RC) and those still to do so (IVC, SLC, WDC). One month of the original pilot period remains.</i></b>	Red	11/03/2021
CD	11.0	Com. Benefits	Implement findings of the Cenefits Review 2 Report of Pilot.	Jul-20		<b><i>The Intelligence Hub has provided the Cenefits Review 2 Report (CRR2) and the findings have been used to inform the recommendations of the Cenefits Extension Report to be provided to CEG in March 2021 and Cabinet in April 2021.</i></b>	Green	11/03/2021
CD	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.	Jan-21	Apr-21	The status remains at AMBER as the regional PMO continues to focus on embedding use of Cenefits for the City Deal. Support continues to be available to all MAs to utilise the system for monitoring and reporting benefits. <b><i>LOG and PSG were provided with an update at their meetings in Feb 2021. Cenefits Extension report for the continued use of the Cenefits system beyond the original pilot period is provided to CEG on 25/3/21.</i></b>	Amber	11/03/2021
CD	13.0	Benefits Realisation	Develop the Benefits Realisation Dependencies Register	Nov-20		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 Regional Partnership on 26/11/20.	Complete	09/03/2021
CD	14.0	Benefits Realisation	Update the Benefits Realisation Dependencies Register on an ongoing basis	Ongoing - every Regional Partnership Meeting		<b><i>The updated Dependencies Register was included within the new Regional Performance Report presented at the Regional Partnership on 25 Feb.</i></b>	Green	09/03/2021

Actions	Ref	Theme	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
CD	15.0	Benefits Realisation	Monitoring the delivery of benefits from City Deal infrastructure fund project benefits.	Quarterly		City Deal Project Benefits are included in the Quarterly GCR PMO Report.	Green	09/03/2021
CD	16.0	Benefits Realisation	Monitoring the delivery of benefits from City Deal innovation projects.	Quarterly		City Deal Project Benefits are included in the Quarterly GCR PMO Report.	Green	09/03/2021
CD	17.0	Benefits Realisation	Developing accurate mapping of City Deal benefits – both outputs and follow on developments.	Feb-21	<b>May-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	09/03/2021
CD	18.0	Evaluation	Contribute to the development of the City Deal Evaluation Framework, alongside the Intelligence Hub.	Required for every City Deal business case submitted to the PMO.		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. The approach for evaluation of the City Deal for Gateway Review 2 was discussed at the Annual Conversation in December 2020. Further discussions with the UKG and SG to confirm arrangements for Gateway Review 2 require to take place.	Green	09/03/2021
CD	19.0	Finance	Preparation and submission of PMO Annual Accounts 2019/20.	Jun-20		PMO Unaudited Statements approved by Cabinet in June 2020	Complete	N/A
CD	20.0	Finance	Preparation of Annual Statement of Grant Usage for the Employment and Skills Programme. Assessment and review of all grant claims.	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. Finalised spend position received and final grant <b>payments made in March 2021.</b>	Green	09/03/2021
CD	21.0	Finance	Financial Monitoring of the City Deal Programme Spend 2020/21 including contingency and optimism bias	Quarterly from July 2020		Q3 2020/21 returns received in January and reported to FSG, CEG and Cabinet.	Green	09/03/2021
CD	22.0	Finance	Agreeing Grant Letter with Scottish Government	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
CD	23.0	Finance	Agreeing Infrastructure Pass down Letter with Member Authorities	Dec-20		Agreed pass down letters to be based on Q3 returns. Final Grant allocationd 2020/21 approved by Cabinet. Letters being drafted with Legal Officer input. <b>Passdown letter sent out to all MAs and to be returned by 12 March 2021 with payments being made before the end of the financial year.</b>	Green	09/03/2021
CD	24.0	Finance	Disburse funds for Employment and Skills Programme to member authorities.	Dec-20		Programme extended following Covid19 impacts. Final spend position received and grant payment approve in December 2020 and <b>disbursed in March 2021.</b>	Green	09/03/2021
CD	25.0	Finance	Prepare and review statement on detailed subjective spend of City Deal	Quarterly from July 2020		Completed in September 2020.	Complete	N/A
CD	26.0	Finance	Engage with Member Authorities to update and review financial statement on additional funds levered by City Deal Programme.	Quarterly from July 2020		Received returns in Q1 and await further details from two MA. Q2 returns received in October. Statement prepared. Q3 returns reeived in January 2021.	Green	09/03/2021
CD	27.0	Finance	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Bi-annually from July 2020		Telephone calls held with Lead Officers in w/c 6th July. Virtual meetings held in September/October. Feedback on Q3 returns provided to MAs in Januay 2021. <b>Meetings scheduled with MAs for March 2021.</b>	Green	09/03/2021
CD	28.0	Finance	Engagement with other Council Groups obtaining City Deal Funding to identify lessons learned and good practice.	Dec-20		Attended Scottish City Deal PMO meeting in November 2020 where finance matters were considered.	Complete	09/03/2021
CD	29.0	Finance	Developing PMO budget for 2021/22	Feb-21		Draft PMO 2020/21 agreed by FSG in January. MA recharges agreed by FSG in March 2021. <b>Budget and recharges to be submitted to CEG and Cabinet in March/April 2021.</b>	Green	09/03/2021
CD	30.0	Finance	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report	Ongoing		Received and reviewed Q1 and Q2 2020/21 Reports and reported to FSG. Q3 returrs received and reviewed in January 2021.	Green	09/03/2021
CD	31.0	Finance	Processing quarterly grant claims	Quarterly		Received and reviewed Q1 and Q2 2020/21 Returns. Received and reviewed Q3 returns in January 2021	Green	09/03/2021
CD	32.0	Finance	Developing 5-year, annual and quarterly spend projections	May-20		Received updates in Q2 2020/21 returns. Received updates in Q3 2020/21 returns	Green	09/03/2021
CD	33.0	Finance	Collating information on the amount of additional funds leveraged for direct project costs for inclusion is Programme Business Case (PBC) 2020	Nov-20		Included within Draft PBC 2020.	Complete	09/03/2021
CD	34.0	Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Nov-20		Reviewed and submitted to FSG.	Green	09/03/2021



Actions	Ref	Theme	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
CD	35.0	Finance	Collating information on contingency and optimism bias for inclusion is PBC 2020	Nov-20		Included within Draft PBC 2020	<b>Complete</b>	<b>09/03/2021</b>
CD	36.0	Audit	Produce Internal Audit Plan for 2020/21	Apr-20		Submitted to Cabinet in April 2020	Complete	N/A
CD	37.0	Audit	Audit Support Group meets	May-20		Audit Group did not meet in May 2020 due to COVID impacts. Meeting held in November 2020.	Superseded	N/A
CD	38.0	Audit	3 <sup>rd</sup> assurance audit report from 2019/20 audit plan – Business Case Submission and Appraisal	Jun-20		Audit Report submitted and approved by 2nd June 2020 Cabinet.	Complete	N/A
CD	39.0	Audit	Follow Up Report (progress of previous audit recommendations)	Jun-20		Submitted to Cabinet in June 2020	Complete	N/A
CD	40.0	Audit	Annual Governance Statement for 2019/20	Jun-20		Submitted to Cabinet in June 2020	Complete	N/A
CD	41.0	Audit	Internal Audit Annual Report 2019/20	Jun-20		Submitted to Cabinet in April 2020	Complete	N/A
CD	42.0	Audit	1 <sup>st</sup> assurance audit report from 2020/21 audit plan – Community Benefits	Apr-21		Internal Audit has advised this report will come to April 2021 Cabinet. Submitted to Feb 2021 CEG for noting	<b>Green</b>	<b>16/03/2021</b>
CD	43.0	Audit	2 <sup>nd</sup> assurance audit report from 2020/21 audit plan – Governance Review	Dec-20		Audit complete and report submitted to CEG 28/10/20	Complete	N/A
CD	44.0	Audit	Follow Up Report (progress of previous audit recommendations)*	Oct-20		Audit Report complete and report submitted to CEG 28/10/20	Complete	N/A
CD	45.0	Audit	Audit Support Group meets	Nov-20		Meeting held in November 2020.	Complete	N/A
CD	46.0	Audit	3 <sup>rd</sup> assurance audit report from 2020/21 – Grant Claim Eligibility Phase 2	Feb-21	<b>Jun-21</b>	Internal Audit has advised this report will come to June 2021 Cabinet.	Future	N/A
CD	47.0	Audit	Follow Up Report (progress of previous audit recommendations)*	Feb-21		Internal Audit has advised this report will come to April 2021 Cabinet. Submitted to Feb 2021 CEG for noting	<b>Green</b>	<b>16/03/2021</b>
CD	48.0	Stakeholder & R.M.	Co-ordinate GCR Communication and Marketing Group meetings	4 February, 31 March, 26 May, 4 August, 29 September, 3 December		Meetings for 2021 now scheduled	Complete	N/A
CD	49.0	Stakeholder & R.M.	Update Programme Meeting Plan and Meeting Map following the completion of a review of all Group roles, remits, membership and chairs.	December 2020 and Early 2020		The review exercise has been completed. The CEG agreed that the exercise reporting and 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.	<b>Green</b>	<b>08/03/2021</b>
CD	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.	Ongoing		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</b>	<b>08/03/2021</b>
CD	51.0	Comms & Market'g	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Ongoing		Version for 2021 developed. Diarised to review / update.	<b>Green</b>	<b>08/03/2021</b>
CD	52.0	Comms & Market'g	Review/update Partner Media Protocol in liaison with member authorities and government partners	Aug-20		Reviewed by GCR Comms Group on 20 August. Agreed minor tweaks.	Complete	N/A
CD	53.0	Comms & Market'g	Develop and continually refresh the Core Script (or narrative) for Glasgow City Deal and Glasgow City Region	Dec-20		Updated version agreed at GCR December 2020 Comms Group meeting.	Complete	N/A
CD	54.0	Comms & Market'g	Work with Member Authorities to develop Fact Sheets for individual projects.	Dec-20		Group discussion in December 2020 and it was agreed that this should be an online resource, content on projects on the new website under development replacing the need for Fact Sheets.	Complete	N/A
CD	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.	Ongoing		<b>Wide range of media coverage on GCR programme progress and activities, as well as engagement with media in first quarter 2021. Recent coverage in ET, Glasgow Herald, Municipal Journal, Scottish Construction and BBC Radio Scotland.</b>	<b>Green</b>	<b>08/03/2021</b>
CD	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.	Ongoing		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 an early 2021 meeting.	<b>Green</b>	<b>08/03/2021</b>



Actions	Ref	Theme	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
CD	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	Ongoing		Progressing monthly	Green	08/03/2021
CD	58.0	Comms & Market'g	Redevelopment and launch of refreshed website with new information architecture, design and content	Early 2021		<b>Website Intern working with ERC IT team to develop website from designs agreed by PMO and GCR Communication Group. A series of icons have been developed for use on the website and also wider marketing channels / materials. Weekly meetings taking place to review / discuss progress. Design input provided by SLC Head of Graphic Design.</b>	Green	08/03/2021
CD	59.0	Comms & Market'g	Produce annual report on Social Media and Website reach, with summary progress and recommendations going forward.	Jan-21		Report issued at first GCR Comms Group meeting of 2021. Agreed to discuss further at next group meeting to allow all members to contribute.	Complete	N/A
CD	60.0	Comms & Market'g	Scope/develop quality marketing materials and collateral.	Ongoing		No update in period	Green	08/03/2021
CD	61.0	Governance	Update the Programme Business Case 2020	Apr-21		<b>Paper outlining changes to be made to PBC reviewed by Feb 2021 Chief Executives' Group and to be approved at April Cabinet. Revised PBC to be posted to GCR website thereafter.</b>	Green	16/03/2021
CD	62.0	Governance	Update the Assurance Framework 2020 ensuring governments Gateway 1 requirements are addressed	Feb-21		Updates to Assurance Framework 2021 <b>approved by CEG January 2021 and Feb Cabinet.</b>	Complete	16/03/2021
CD	63.0	Governance	Complete the actions within the Gateway Readiness Improvement Plan 2019	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. <b>Will be addressed once PBC updates approved by April Cabinet.</b>	Green	16/03/2021
CD	64.0	Governance	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	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	08/03/2021
CD	65.0	Governance	Develop the Annual Performance Report (April 2019 – March 2020).	Sep-20		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.	Complete	N/A
CD	66.0	Governance	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Ongoing		File reorganisation underway following return of Business Support Officer.	Green	16/03/2021
CD	67.0	Governance	Maintain Programme Risk Register and Issues Log	Ongoing		Risk Register Template has been updated and linked to the Projects' Strategic Objectives. Circulating Risk Register and Issue Log to the Support's Group Chairs for their information and comment.	Green	16/03/2021
CD	68.0	Governance	Develop Interim and Quarterly Programme Status Reports	Monthly		Finalised the new template and format of the quarterly Programme Status Report including new sections for the Intelligence Hub and Portfolios inputs.	Complete	N/A
CD	69.0	Governance	Maintain Overall Programme Plan	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	N/A
CD	70.0	Governance	Complete Programme-level Lessons Learned exercises	As required		Currently liaising with the MAs for the future preparation of Lessons Learned.	Green	16/03/2021
CD	71.0	Governance	Review Project Business Cases	Ongoing		An Outline Business Cases for Ravenscraig Infrastructure Access submitted and approved at 24 September 2020 CEG and the 6 October 2020 Cabinet. FBCs for Tradeston <b>approved by DREG</b> and CWRR submitted and <b>approved at 25.02.21 CEG. BC to be submitted for 22/4 April are:</b> <b>GCC MGSDP - Eastern Springburn SWMP FBC</b> <b>SLC - Larkhall CGA- Glengowan Primary School Extension FBC</b>	Green	10/03/2021
RES	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 publicly owned land	Oct-20		This action is superseded in the Regional Economic Recovery Plan relating to accelerating infrastructure development and an Acton Plan to transform vacant and derelict land particularly but not exclusively in public ownership. An update report was submitted to the Regional Economic Partnership in November 2020. Reporting on this action will be included in the Recovery Plan Updates to the CEG and Cabinet.	Superseded	N/A
RES	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	Oct-20		This action has been replace by Action 9 of the Regional Economic Recovery Plan that seeks to break the link between our most deprived communities and the proximity to vacant and derelict land (VDL). Reporting on this action will be included in the Recovery Plan Updates to the CEG and Cabinet. 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. In the short term we will develop a GCR VDL Action Plan.	Superseded	N/A
RES	74.0	RES Place	Work with the Business and People Themes to identify economic investment locations and skills for the Regional	Oct-20		The development of the Regional Investment Prospectus is a specific action in the Regional Economic Recovery Plan. Reporting on this action will be included in the Recovery Plan Updates to the CEG and Cabinet.	Superseded	N/A

Actions	Ref	Theme	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
			Investment Prospectus and to inform Scottish Government's National Planning Framework 4					
RES	75.0	RES Place	Develop a Regional Land Use Spatial Strategy	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. <b>Revisions to the iRSS have been requested by SG for June 2021</b>	Green	11/03/2021
RES	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.	Nov-20		The GCV Green Network Partnership is progressing a project proposal i in partnership with Scottish Forestry entitled the 'Clyde Climate Forest'. <b>The Clyde Climate Forest presented to Cabinet in February 2021 with an anticipated launch date of June 2021.</b>	Green	11/03/2021
RES	77.0	RES Place	Prepare a Glasgow City Region Climate Adaptation Strategy, including an adaptation pathway / framework for existing and future development	Apr-21		Climate Ready Clyde launched its draft Glasgow City Region Adaptation Strategy in November. The consultation ran from 12 November 2020 to 24th December 2020. The Strategy will be presented to Cabinet in April 2021 for approval.	Amber	11/03/2021
RES	78.0	RES Place	Consider the scope of a regional climate mitigation strategy	Apr-21		The draft Regional Climate Adaptation Strategy has been out for consultation and will be presented to Cabinet in April 2021. This action has been superseded by the drafting and consultation of the climate mitigation strategy.	Superseded	N/A
RES	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)	Ongoing		The Housing Portfolio is undertaking research and analysis of four priority areas: 1) skills, 2) standards in the social rented sector, 3) Funding and procurement of social housing, 4) home energy retrofit. Work is progressing on these areas and will be reported to the Portfolio Group meeting on 2/3/21.	Green	11/03/2021
RES	80.0	RES Place	Develop a refreshed Glasgow City Region Housing Needs Demand Assessment	Dec-20		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 provide a basis for identifying key housing system challenges. The HNDA issues report is aligned with a number of the issues and actions identified by the Housing Portfolio in respect of housing standards, funding, energy efficiency procurement and skills.	Green	11/03/2021
RES	81.0	RES Place	Complete a transport needs assessment for the Glasgow City Region through the Regional Transport Strategy			This action is incorporated within the activity described in Action 82 below.	Superseded	N/A
RES	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	Oct-20		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 2.0. Updates are provided to the CEG and Cabinet through the Covid Economic Recovery Plan reporting. This has been moved to superseded since progress is reported elsewhere.	Superseded	N/A
RES	83.0	RES Place	Develop a Glasgow City Region Strategic Transport Action Plan-which aligns our transport priorities and investment	2021		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>The submission of a bid to the SG's Bus Partnership Fund will be submitted to Cabinet in April 2021.</b>	Green	11/03/2021
RES	84.0	RES Place	Liaise with utility providers and host a Regional Infrastructure Summit (with Member Authorities, Utilities Partners, Scottish Government)	Annual event		Annual meeting of GCR and utility partners to agree alignment of areas of joint work. <b>The 2021 meeting is due to take place in Autumn 2021.</b>	Green	11/03/2021
RES	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	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. Mapping completed December 2020. <b>The lessons learned and nexts steps were reported to the Portoflio Group on 19 March 2021.</b>	Green	11/03/2021
RES	86.0	RES Place	Launch and implement a City Region Digital Connectivity Strategy	Oct-20		This has been replaced by Action 10 of RERP: 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. Short term: 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. <b>Discussions will take place at the I&amp;A</b>	Green	11/02/2021

Actions	Ref	Theme	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
						<b>Portfolio Group to identify actions that will accelerate the roll-out of digital connectivity infrastructure.</b>		
RES	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	Complete			Complete	N/A
RES	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'	Dec-20	Apr-21	Ongoing requirement will be picked in Work Plan Review	Amber	16/03/2021
RES	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	Oct-20		This will be reviewed as part of Work Plan development.	Green	10/03/2021
RES	90.0	RES Business	Implement Regional Enterprise Offer	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
RES	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	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
RES	92.0	RES Business	Review existing support and new planned activity for social enterprise across the Region to determine new Regional target for growth	Oct-20	Apr-21	Ongoing requirement will be picked in Work Plan Review 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.	Green	16/03/2021
RES	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	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
RES	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	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 development of the Strategy is reported through the Recovery Plan and the Strategy will be presented to Cabinet for approval in April 2021.	Superseded	N/A
RES	95.0	RES Business	Develop Advancing Manufacturing Challenge Fund Bids	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
RES	96.0	RES Business	Agree/or identify and prioritise the key sectors relevant to Glasgow City Region	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
RES	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	Mar-21		Discussion at 1st Feb EDG on overall format and purpose. Timescale updated to reflect delay. This is a key priority within the Regional Economic Recovery Plan. <b>The GRIP was discussed at the EDG in February 2021 and a presentation on Zoom Prospector was given to the RP on 25/2/21.</b>	Green	15/03/2021
RES	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	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
RES	99.0	RES People	Work with the Economic Delivery Group and relevant portfolio Groups to design appropriate governance models for delivery of regional programmes.	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. Collaboration	Complete	N/A



Actions	Ref	Theme	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
						models in development for Enhanced PACE support and development of a share procurement framework for employability support services.		
RES	100.0	RES People	Conduct in-depth analysis of the Region's employment support needs and map provision across the city region	Mar-21		<b>Action being taken forward in Portfolio Work Plan</b> Analysis updated by the Intelligence Hub in the development of the Economic Baseline for the GCR which was submitted to the CEG on 28/1/21.	Superseded	10/03/2021
RES	101.0	RES People	Implement the City Region Parental Employment Support Programme	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	16/03/2021
RES	102.0	RES People	Develop and roll-out delivery of Regional Employability Models	Mar-21		<b>Action carried forward in Portfolio Work Plan</b> Report provided to the CEG on 28/1/21. Two models being actively pursued - Enhanced PACE Support and a shared Procurement Framework. Work is ongoing. Meeting arranged with SDS to finalise PACE Model by March 2021. Collaborative approach for NOLB and Procurement added to Portfolio Work Plan for 2021/22	Superseded	15/03/2021
RES	103.0	RES People	Launch GCR Youth Guarantee to support young people (16-24 years old) into a job, training or an apprenticeship	Dec-20		Portfolio Group 13/1/21 agreed action superseded by new National Young Person Guarantee.	Superseded	N/A
RES	104.0	RES People	Work with our skills providers and industry leads to build careers route ways and increase opportunities for advanced digital skills	Jun-21	Ongoing	Increased digital skills pathways within colleges; ongoing and reviewed annually as part of RSIP	Green	10/03/2021
RES	105.0	RES People	Increase alignment between skills and enterprise through establishment a single Enterprise and Skills Hub	Jun-21		Skills alignmnet key focus of Colleges Group meeting on 12/1/21; excercise being undertaken for housebuilding construction adn retrofit. Activity continuing and reviewed annually as part of RSIP	Superseded	15/03/2021
RES	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.	Oct-20		Regional Investment Prospectus is included in the Regional Economic Recovery Plan. Updates are provided to the CEG and Cabinet through the Covid Econmic Recovery Plan reporting.This has been moved to supersed since progress is reported elsewhere.	Superseded	N/A
RES	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	Mar-20		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 2.0. Updates are provided to the CEG and Cabinet through the Covid Econmic Recovery Plan reporting.This has been moved to superseded since progress is reported elsewhere.	Superseded	N/A
RES	108.0	RES People	Launch a Regional Fair Work Strategy outlining how Living Wage will be promoted	Mar-21	Mar-22	Action added to Enterprise and Employment Work Plans for 2021/22 No progress in period. Future milestone	Future	N/A
RES	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	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	N/A
RES	110.0	RES People	Develop an Integrated GCR Child Poverty Action Plan including addressing GCR commitments in the National Child Poverty Delivery Plan	Mar-21		<b>No Progress in period; reassess ongoing objective; pos re-assign</b> Ongoing requirement to be considered as part of forthcoming Skills and Employment Work Plan	Green	10/03/2021
RES	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	Dec-21		No progress in period. Future milestone There has been no progress on this action. Action required by individual LAs as part of SG Design Framework for NOLB	Superseded	N/A
RES	112.0	RES People	Implement the Regional Skills Investment Plan and annual updates	Jun-24		<b>Delivery Plan for 2021/22 updated to take account of COVID on actions</b> 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	10/03/2021
RES	113.0	RES People	Work with the Business Theme and Portfolios to develop a GCR Skills Compact	Mar-21		<b>No action in Period. Action re-assessed in Portfolio Workplans</b> 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	Future	10/03/2021

Actions	Ref	Theme	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
			and Integrated City Region Employer Offer aligned to skills gaps					
RES	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	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. No progress in period	Complete	N/A
RES	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	Jun-21		Summary Phase 1 review reported to Portfolio Lead and KR. KR following up SFC. Colleges Group in March considering Phase 2 report. 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	10/03/2021
RES	116.0	RES People	Seek and secure additional resources to establish a Regional Flexible Skills Investment Fund including post-EU Structural Funds	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	10/03/2021
RES	117.0	RES People	Work with Government, funding bodies and qualification agencies to establish financial levers to promote more adaptive and resilient learning programmes	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	10/03/2021
RES	118.0	RES People	Work with our skills providers to ensure integration of meta-skills to all vocational learning opportunities	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	10/03/2021
RES	119.0	RES People	Contribute to the achievement of the West Partnership Regional Improvement Plan and integration with employment and skills systems through ongoing review of the Regional Skills Investment Plan	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 GCREIC Board. West Partnership published updated Improvement Plan for 2020/23. 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 GCREIC	Green	10/03/2021

## 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>• <b>is 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>• <b>is 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>• <b>is 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>• <b>are minor delays to the delivery of, or non-substantive reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered</b>, that will have no material impact on the realisation of benefits stated in the latest business case or approved changed control;</li> </ul>

		<ul style="list-style-type: none"><li>• are <b>delays to the delivery of, or a significant reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered</b>, However a recovery plan is in place that will realise the benefits as stated in the latest business case or approved changed control; and</li><li>• is a <b>change in the type of floorspace outputs delivered through follow on private sector investment, due to a change in market demand or other factors which indicates that it will subsequently deliver a lower level of economic benefit</b>. However there is a recovery plan in place that will realise the benefits estimated in the business case or latest approved change control.</li></ul> Projects will also move to Amber pending the approval of any change control request in relation to: <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.





# The West Partnership Plan 2020-23

*The Road to Renewal: Our Response to Covid-19*

## Interim Action Plan

January 2021



**GLASGOW**  
CITY REGION  
Education

## Immediate priorities: adapting the West Partnership Improvement Plan

### Interim Action Plan

#### Background

In response to rising infection rates and concerns relating to the new variant of Covid-19, it was announced on 4 January 2021 that most children and young people would not return to school and early years establishments until 1 February at the earliest, and that from 11 January 2021 children would access their learning remotely. The fundamental premise nevertheless is that education should continue on a full-time basis for all learners from 11 January 2021. This would comprise a combination of direct interaction, on-line and offline tasks/activities and tutorial support.

Local authorities within the West Partnership have already prepared detailed plans for the delivery of remote learning, provision of emergency childcare and support for vulnerable learners.

The West Partnership Improvement Plan, *The Road to Renewal: Our Response to Covid-19*, outlines the partnership's priorities for session 2020/23 and confirms that, as a Regional Improvement Collaborative, we are fully aware of the pressures that education staff across the West Partnership are facing as a result of Covid-19. A broad range of activities has taken place within each workstream since August 2020, including further evaluation and reporting activities, and progress updates have been provided at the most recent West Partnership Board and the Glasgow City Region Education Committee meetings in November 2020. However, in light of the immediate circumstances, it is particularly essential that the work of the West Partnership is seen to be both relevant and that it adds value to colleagues across local authorities where it matters most.

This Interim Action Plan has been drawn up at the request of Directors (15 January 2021) to address the challenges of the current and immediately foreseeable educational landscape. The plan recognises the need to prioritise and accelerate certain aspects of the West Partnership's Plan 2020-23, *The Road to Renewal: Our Response to Covid-19*, and accepts that other aspects will temporarily be paused. Almost all projects identified in the Interim Action Plan have been taken from the West Partnership's 2020-23 plan. Provision has also been made for additional projects to be included at the request of the Board.

#### Responsibilities

Governance and partnership links remain as agreed for the West Partnership's Plan 2020-23, *The Road to Renewal: Our Response to Covid-19*. These are outlined, below. In addition, the Senior Partnership Officer maintains an overview of each workstream's progress.

Workstream	Lead officer	WP Board links	Educ. Scotland links
Leadership, empowerment and improvement	Jennifer Crocket	Laura Mason Maureen McKenna	Pamela Di Nardo Michael Halbert
Curriculum, learning, teaching and assessment	John Stuart	Jacqui MacDonald Tony McDaid	Lorna Aitken Robyn McIlroy
Collaborative Learning Networks	Helen Brown	Ruth Binks Mark Ratter	Ian Menzies Craig Melrose
Evaluation and Reporting	Lauren Johnston	Derek Brown Steven Quinn	Patricia Watson

## Immediate priorities

The **7** projects, below, have been identified by the West Partnership's Board and core officer team as high priority during the period January to February / March 2021, and possibly beyond depending on restrictions resulting from current Covid-19 guidelines.

<b>Interim Action Plan: January 2021.</b>	
<b>Priority projects</b>	
<b>Leadership, Empowerment and Improvement</b>	
1.	Headteacher Mentoring Scheme
2.	Leadership Learning Sets
3.	Virtual Leadership Networks
<b>Curriculum, Learning, Teaching and Assessment</b>	
4.	West OS
5.	Support for practitioners through curriculum networks
<b>Collaborative Learning Networks</b>	
6.	Health and Wellbeing - Tracking learners' wellbeing
7.	Supporting learners with Additional Support Needs



Workstream:	Leadership, Empowerment and Improvement					
	What are we planning to do? (Key tasks only)	What do we hope to achieve?	Who will be responsible / involved?	What is the expected timescale?	Resource implications?	Any further information?
Project title	Specific tasks	Expected outcomes	Participants	Timescale	Resources	Notes
<b>1. Headteacher Mentoring Scheme</b>	Match allocated funding to enable mentoring for appropriate school leaders, as identified by local authorities.	Continued, and enhanced mentoring support for senior leaders enabling a focus on agreed, specific areas of leadership.	J Crocket / EA Workstream reps	Ongoing- by March 31 <sup>st</sup> 2021	Availability of HT Mentors	Ongoing within 5/8 LAs
	Confirm further funding beyond March 31 <sup>st</sup> 2021.		J Crocket / D McLelland	By Jan 31 <sup>st</sup> 2021	Workstream Budget	JC / DM in communication
	Reallocation of unspent funding (from authorities who have not participated during this financial year).	Introduction of <i>Executive Coaching</i> programme addressing leadership challenges within the current context of Covid-19.	J Crocket / D McLelland / EA Finance reps	By Jan 31 <sup>st</sup> 2021	Workstream Budget	JC to contact DM asap
	Consideration and organisation of enhanced provision delivered by The Mudd Partnership.		J Crocket / The Mudd Partnership	By Jan 31 <sup>st</sup> 2021	Potential reallocation of existing workstream budget from other projects.	See note 1 in the section, "Further Information", below.

<b>2. Leadership Learning Sets</b>	Continue to facilitate planned sessions for existing two cohorts of HTs.	Ongoing support and professional learning for HTs already engaged with the programme.	J Crocket / J Mudd / S Ali	Ongoing as outlined in 20-23 Plan	Workstream Budget	15 HTs from across 7 EAs involved.
	Consider themes to be explored in order to address specifically the leadership challenges faced within the current context.	Increased relevance of materials and activities in order to offer specific learning and support related to the current context of Covid-19.	J Crocket / J Mudd / S Ali	By 31 <sup>st</sup> Jan 2021 and following discussion with participants	Workstream Budget	See note 2 in the section, "Further Information", below.
	Plan facilitation training for EA nominees.	This will allow the WP to plan towards a more sustainable model of Learning Sets. Authorities will benefit from having key staff trained to undertake facilitation roles within their own area.	J Crocket / J Mudd Workstream reps Nominated EA staff	By May 2021	Workstream Budget	This training is already an agreed part of the work commissioned with The Mudd Partnership.
<b>3. Virtual Leadership Networks</b>	Continue to facilitate planned sessions for both DHT and HTs from across the West Partnership.	Development of supportive network for school leaders which addresses challenges faced and provides the opportunity for peer support & collaboration.	J Crocket WP Core team ES Volunteer facilitators WP Peer facilitators	Ongoing	Time commitment from all involved.	Risk that peer facilitators from establishments may not be able to commit due to current challenges.
	Consider the themes for planned events to ensure the needs of leaders are being met in relation to	VLN events will be relevant to school leaders and offer added value to members of the VLN networks.	J Crocket / WP Core Team ES workstream links	Ongoing and following participant evaluation of each event.	None	All VLN events continue to be planned based on feedback



	<p>current challenges faced with context of Covid-19.</p> <p>Continue to facilitate programme of planned 'masterclasses' to offer specific expertise on a range of topics which will support school leaders within their strategic roles.</p>	<p>VLN network members will feel supported in their roles in relation to specific, current challenges and will allow them to consider and plan strategic and operational improvements for their establishment/CYP.</p>	<p>J Crocket / WP Core Team Facilitating partners from relevant organisations eg Microsoft Education.</p>	<p>Ongoing and following VLN members being consulted.</p>	<p>Possible budget required to engage facilitators for future masterclass sessions dependant on theme.</p>	<p>from previous events.</p> <p>Consultation of VLN members to take place w/c 18<sup>th</sup> January 2021.</p>
--	---	--	---	---	--	---

Further information:	
Note 1	<p>Potential use of reallocated workstream budget from other projects. (unused LA funding for HT mentoring; unused funding for <i>Thinking About Headship</i>; unused funding for Diversity in Teaching etc)</p> <p>A draft plan has been prepared for this to include 5 x 60 minute sessions for each nominated HT between Feb-June 2021. The Mudd Partnership has capacity to deliver this if we feel it is required and valuable. Available budgets would determine how many HTs could be supported. It is likely that around 20 HTs could be supported from a possible 20k budget).</p>
Note 2	<p>De-brief and forward planning sessions are already factored into the work with The Mudd Partnership. These take place between each Learning Set session. This will not incur any extra time or work.</p>

Workstream:	Curriculum, Learning, Teaching and Assessment					
	What are we planning to do? (Key tasks only)	What do we hope to achieve?	Who will be responsible / involved?	What is the expected timescale?	Resource implications?	Any further information?
Project title	Specific tasks	Expected outcomes	Participants	Timescale	Resources	Notes
<b>4. West OS</b>	Accelerate the provision of lessons within West OS.  Continue to work with RICs, LAs, Education Scotland and other partners to ensure maximum possible curriculum coverage during interim action plan period.	Target to get content uploaded for all top 10 senior phase subject areas. Relevant units and courses targeted.  Primary BGE material also commissioned and sourced through LAs.	West OS core  In addition: other RIC reps, Ed Scot team, coordinators and practitioners	Deadlines have been set for each subject within the agreed priority areas of the curriculum. (Spreadsheet drawn up).	Time for commissioned staff to produce material or time sourced from contractual time. Additional capacity for core team. Three posts pending appointment.	See note 1 in the section, "Further Information", below.
	Develop and implement communications plan. Delivered through West Partnership team, in partnership with LAs, Ed Scot, E-Sgoil and other partners, including ClickView.	All teaching staff and learners are aware of West OS and its role in the National e-Learning Offer  All teaching staff and learners know the specific lessons from each subject which are on West OS	West OS core team, and WP comms team, ES comms, LA comms teams	Comms plan updated by 22 Jan 2021  Intensive Comms delivery 20 Jan – mid Feb	Support from LA comms teams and ES comms teams to plan and deliver comms plan and liaise with national press etc	Key role for Directors and EAs in supporting comms and in getting information about West OS to schools.

	<p>Increase the number of West OS users across all sectors and schools within West Partnership and nationally.</p> <p>Qualitative data collected via interviews, questionnaires and other feedback sources, including social media.</p>	<p>200% increase from mid-Jan baseline (tbc) in the number of users of West OS.</p> <p>10% WP teachers and learners are using West OS by February mid-term.</p> <p>Qualitative evidence of impact of collaboration on the Scottish learning system. Over 80% of users rate the resources on West OS as having a positive impact on remote learning.</p>	<p>WP Data information officer, ClickView-provided analytics, ES and glow data</p> <p>Feedback from West OS creators and users. Support from ROC</p>	<p>Fortnightly tracking of content next due 27 Jan. Base line of data by 25 Jan.</p> <p>Evaluation by end Feb.</p> <p>Interim evaluation of qualitative data end Feb.</p>	<p>Business manager for West OS to be appointed.</p> <p>ClickView to provide analytics as required.</p>	<p>See note 2 in the section, “Further Information”, below.</p>
<b>5. Support for practitioners through curriculum networks</b>	<p>Provide virtual networks and professional learning opportunities:</p> <ul style="list-style-type: none"> <li>• Use of curriculum network teams as space for sharing approaches and resources, eg SQA updates.</li> <li>• Deliver webinars focused on digital pedagogy.</li> <li>• Collaborate with EAs, network members, Ed Scot to support and facilitate moderation opportunities as requested by EAs or</li> </ul>	<p>Enhance learners’ experiences through support for curriculum networks to meet urgent priorities. Impact of CLPL evaluated through practitioner feedback:</p> <ul style="list-style-type: none"> <li>• Staff continue to use WP Curriculum Teams to share practice.</li> <li>• Effective pedagogy (particular focus on digital) – staff attending WP CLPL will have improved skills to teach remotely, including use of West OS.</li> <li>• Add value to EA work re senior phase assessment</li> </ul>	<p>Curriculum network leads, supported by JS and Ed Scot to organise curriculum network meetings as requested by team members or EA officers.</p> <p>PD to link with Ed Scot</p>	<p>Teams sharing activity ongoing Jan – Feb</p> <p>Webinar on digital approaches with Digi Scot 27 Jan</p> <p>Curriculum network events re</p>	<p>Teams currently established</p> <p>The challenge to facilitating this project will ease once additional West OS appointments are in place.</p> <p>Collaboration with Ed Scot is making a positive impact.</p>	<p>Assessment and Moderation post, required re-advertising due to very small number of applicants.</p> <p>Interview dates for 3 posts in Feb, therefore additional staffing capacity possibly by early March.</p>

	members, particularly for minority subjects.	and moderation – with Ed Scot, support inter-authority moderation virtual meetings for minority subjects, as requested by senior phase moderation group.	re digital skills CLPL activity in curriculum networks.  Ed Scot delivering themed webinars on pedagogy and inclusion & wellbeing.  JS to facilitate moderation activity for minority subjects by request.	digital pedagogy during Feb.  Themed webinars during Feb.		
--	--	--	--	---	--	--

Further information:	
Note 1	<p>It remains challenging to secure time to release staff to produce material. Accelerated teams in place for a number of subject areas and sector teams. PD, JS and GL negotiating with practitioners and HT for time.</p> <p>New arrangements with EA pedagogy teams bringing some benefits.</p>
Note 2	<p>Issue with ClickView providing analytics – expected sharing of initial data Dec 2020. Still pending as of 20 Jan. ClickView committed to outline solution at meeting 22 Jan.</p> <p>Targets for increases in numbers of users will be confirmed once robust baseline data is available.</p>

Workstream:	Collaborative Learning Networks					
	What are we planning to do? (Key tasks only)	What do we hope to achieve?	Who will be responsible / involved?	What is the expected timescale?	Resource implications?	Any further information?
Project title	Specific tasks	Expected outcomes	Participants	Timescale	Resources	Notes
<b>6. Supporting Health and Wellbeing with a particular focus on Tracking Learners' Wellbeing</b>	1. Create a matrix of tools for tracking learners' wellbeing 2. Identify and interview schools/ELCs to create storyboards to share practice. 3. Share storyboards through social media and the website. 4. Produce a commentary sharing lessons learned about tracking learners' wellbeing. 5. Collaboration with Ed Scot to run themed series of webinars on pedagogy, inclusion and wellbeing.	Schools and ELCs will have access to a matrix of tools to support them in selecting the most appropriate tool.  3 storyboards will be available to schools and ELCs that share practice about how schools have tracked learners' wellbeing.  A commentary will be published collating the lessons learned and key principles in tracking learners' wellbeing.  In collaboration with ES and HWB EA Officers CLPL activities offered that develop understanding of inclusion and wellbeing	Learner Wellbeing Network and their nominated schools and ELCs.	Feb 2021	Time from WP Core team:  Helen Brown James Bowness Rachael Boyle  Interviews take 1 hour per school/ELC  Time from ES Colleagues	See note 1 in the section, "Further Information", below.



<b>7. Supporting learners with Additional Support Needs</b>	1. Engage with the ASN Officers' Network to identify practice that can be shared about supporting children with ASN during Covid-19. 2. Identify and interview schools/ELCs to create storyboards to share practice. 3. Share storyboards through social media and the website. 4. Arrange open discussions for ASN and EAL practitioners to share practice and challenges.	3 storyboards will be available to schools and ELCs that share practice about how schools have supported children with additional needs during Covid-19.  ASN and EAL practitioners will have had the opportunity to share experiences and expertise in their specific field.	ASN Officers Network and their nominated schools	Mar 2021      ASN Open Discussion Mar 2021  EAL Open Discussion 26 <sup>th</sup> Jan	Time from WP Core team:  Helen Brown James Bowness Rachael Boyle  Interviews take 1 hour per school/ELC	
---	--	---	--	--	---	--

Further information:	
Note 1	Identified schools and ELCs to develop storyboards will be agreed in partnership with the relevant established Officers' Network: Collaborative Learning Network Workstream Members Families and Communities Officers' Network CLD Managers' Network Engaging Families in Transitions Network Learner Wellbeing Network ASN Officers' Network







**Glasgow City Region**

**Cabinet**

**APPENDIX 3**

**Report by Councillor Jonathan McColl, Leader of West Dunbartonshire Council, and Housing & Equalities Portfolio Lead**

**Contact: Paul Kilby 07557 170 160**

### **Economic Recovery Plan: Home Energy Retrofit**

#### **Purpose of Report:**

This report provides an update to the Cabinet on the work undertaken by the Housing and Equalities Portfolio, led by West Dunbartonshire Council, and the Glasgow City Region (GCR) Programme Management Office (PMO) to develop a Feasibility Study for the home energy retrofit programme that was included in the Glasgow City Region Covid Economic Recovery Plan approved by Cabinet in December 2020.

#### **Recommendation**

The Cabinet is invited to note content of report.

- 1 Purpose** This report provides an update to the Cabinet on the work undertaken by the Housing and Equalities Portfolio, led by West Dunbartonshire Council, and the Glasgow City Region (GCR) Programme Management Office (PMO) to develop a Feasibility Study for the home energy retrofit programme that was included in the Glasgow City Region Covid Economic Recovery Plan approved by Cabinet in December 2020.

## **2. Background**

- 2.1 Glasgow City Region Cabinet approved the regional Covid Economic Recovery Plan in December 2020. One of the most significant actions within the Plan was the for the retrofit programme:

*“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. This will reduce fuel poverty, cut carbon emissions and create meaningful local jobs.”*

## **3. Policy Objectives**

- 3.1 A home energy retrofit programme, delivered at scale across Glasgow City Region, has the potential to deliver on a number of our local and national policy ambitions, including:
- support the economic recovery from the pandemic;
  - create a large number of meaningful, skilled jobs;
  - improve the quality of housing;
  - reduce fuel poverty;
  - deliver on the net zero carbon and climate mitigation of Glasgow City Region and Scotland.

## **4 The Feasibility Study**

- 4.1 A Feasibility Study will help us set a clear route map to successfully deliver a large scale retrofit programme. The study will identify the different stages of activity that we will require to carry out, the indicative costs and benefits, as well as the potential barriers and how we can overcome them.
- 4.2 Delivering a successful energy retrofit programme will require the support and active participation of a wide range of different stakeholders. It will require expert technical knowledge, financial resources, market capacity to deliver, a skilled workforce, and be underpinned by appropriate national policies and regulations.
- 4.3 The Feasibility Study will provide a clear set of recommendations that take into account the function, role, and powers of a range of different partners such as local authorities, national government, Skills Development Scotland, Scottish Funding Council. Scottish Enterprise, Construction Industry Training Board (CITB), the Scottish Housing Regulator, UK Finance, Association of Local

Authority Chief Housing Officers, Scottish Federation of Housing Associations etc.

## **5 Scope**

- 5.1 The development of the scope for the Feasibility Study was supported by the PMO and subsequently it has been discussed and agreed by the Housing and Equalities Portfolio Group, chaired by the Chief Executive of WDC.
- 5.2 The PMO has shared the draft scope for the Feasibility Study with members of the Regional Partnership, and other stakeholders, including the Scottish Government, academics, Skills Development Scotland, FE colleges, Construction Scotland Innovation Centre, Sustainable Glasgow, Climate Ready Clyde, and housing officers from the GCR member authorities. The feedback provided to the PMO has been fed into the development of the scope that will be included in the tender documents.
- 5.3 The retrofit programme will include both energy efficiency (home insulation) and low & zero emissions heating options within the scope.
- 5.4 The Feasibility Study will focus on those properties which have the lowest energy efficiency ratings, those with an Energy Performance Certificate of bands D-G (bands A-C being the most energy efficient). This is anticipated to deliver the best outcomes in terms of fuel poverty reduction and supports the UK Government and Scottish Government's ambitions to bring properties into band C energy efficiency or above.
- 5.5 The feasibility study should focus on all types of property and all tenures. An analysis of the housing stock in the Region, indicates that over 428,000 properties require to improve their home energy efficiency ratings in order to meet the national policy targets.
- 5.6 The timescale for delivering a large scale retrofit programme must be spread over the medium to long term in order to give the market certainty allow staff to be trained. It is anticipated that the proposed scheme would be delivered over at least 10 years.

## **6 Key Questions**

- 6.1 There are a number of key questions that we want the Feasibility Study to address. Some of these are set out below:
  - (a) What are the range of appropriate technical solutions (home insulation, clean energy and/or low & zero emission heat technologies), reflecting the available funding, and property type, age and tenure that will be part of the study?
  - (b) How can the potential barriers of tenure be overcome, with particular consideration given to:
    - the challenges of mixed ownership in blocks of flats;

- how to ensure uptake among private landlords; and
  - owners unwilling or unable to participate?
- (c) What is the most feasible model for funding the retrofit programme at a regional level –identifying potential funding models, both public and private? What is the indicative cost of the programme?
- (d) What are appropriate delivery arrangements to ensure that the programme is delivered efficiently and effectively, maximising both economies of scale and local impact?
- (e) What is the current capacity of the supply chain within Glasgow City Region to deliver the programme at scale and how, if required, can we increase opportunities for local business?
- (f) Is the skilled workforce in place to deliver the programme and is training available to the local workforce to deliver the programme? Are there any particular skills gaps and how do we address them? Are there alternative approaches to recruitment/training that can be considered (e.g. an ALEO or social enterprise)?
- (g) What are the anticipated economic, social and environmental benefits arising from the programme?
- What size of economic stimulus will be created?
  - What is the job creation potential of the programme?
  - What would be the effect on residents' energy bills or on fuel poverty
  - How far can future climate risks be reduced? To what extent could wider community climate resilience be created through the project?

## 7 Funding

- 7.1 A total budget has been identified to deliver the feasibility study of £80,000. Of this, Skills Development Scotland has offered a contribution of £15,000. It is proposed that the Regional Recovery Renewal Funding from the Scottish Government is used to meet the remaining £65,000 required to deliver the Feasibility Study as set out in the application approved at Regional Partnership in February.

## 8 Timescales and Next Steps

- 8.1 The current indicative timescale and next steps for the retrofit proposal are set out in the table below:

Date	Action/Milestone
<b>6 April 2021</b>	Cabinet - update report on the retrofit proposal.
<b>7/8 April 2021</b>	Tender documents issued.
<b>End of April 2021</b>	Final Submission of tenders
<b>Early May 2021</b>	Supplier appointed to carry out Feasibility Study.
<b>Early September</b>	Feasibility Study completed.

- 9 **Recommendation** 9.1. The Cabinet is invited to note content of report.



## **Glasgow City Region City Deal**

### **Cabinet**

**Report by Harjinder Gharyal, Project Director**

#### **APPENDIX 4**

### **City Deal Airport Access Project (AAP)/City Region Metro Feasibility Study - Update**

The purpose of this report is to provide the Cabinet with an update on developments on the AAP/Metro Feasibility Study that have taken place since August 2020.

#### **Recommendations**

The Cabinet is invited to note:

- (1) the updates contained in this report; specifically the close working and developing relationships of the Metro Feasibility Study Team with Transport Scotland and their appointed consultants; and with SPT and Glasgow's teams preparing the regional and local transport strategies; and
- (2) that further update reports will be brought to the Chief Executives' Group and the Cabinet on the progress of the Metro Feasibility Study, including any approval for additional funding.

## **1 Purpose**

- 1.1 The purpose of this report is to provide the Cabinet with an update on developments on the Metro Feasibility Study (MFS) that have taken place since the last update to CEG in August 2020.

## **2 Background**

- 2.1 As instructed by Cabinet in April 2020, Glasgow City Council is leading on the development a feasibility study on a Glasgow City Region Metro. This will involve working with key stakeholders to reflect on and develop a common definition and aspiration for what a Metro system is, what it can look like and what it can deliver for the City Region. This initial strategic appraisal will be key to align requirements and assumptions into and from the local, regional and national work on transport planning. The feasibility study will consider from a fresh perspective the imperatives for regional policies and the transport network and development context arising from the global pandemic situation. A shared understanding of key planning assumptions and future transport scenarios will be critical to explore ambitious and sustainable new models for transit services.
- 2.2 The Metro will consider and acknowledge a multi modal approach, and the feasibility study will represent a holistic assessment approach incorporating considerations for place making, design, innovation, housing and land use, social inequalities, economic and environment factors to assess impacts on the strategic transport network configuration, investment, commercial operating models and potential sequencing of development activity.
- 2.3 The previous update provided to CEG in August 2020 outlined the touch points within the local, regional and national transport policy frameworks, and identified the opportunities and alignment with other national initiatives and strategic reports. It also set out the governance approach adopted for the feasibility study, the setup of a multi-disciplinary team to work closely with Transport Scotland, plans to appoint a consultant to provide expert skills to prepare tender documents to support the development of the study, and the establishment of a Metro Strategic Advisory Group (MSAG) to develop a collaborative approach with other organisations.

## **3 Programme Overview**

### **Governance**

- 3.1 A project steering group chaired by the Chief Executives' of Glasgow and Renfrewshire councils has met monthly since January 2021 to review programme progress updates and to discuss emerging issues and risks. The feasibility study's Project Initiation Document and Communications Strategy have both been approved by the Steering Group along with noting the publication of Transport Scotland's Strategic Transport Project Review 2 (STPR2) Phase 1 outputs - specifically Intervention 9a – Development of Glasgow Metro strategies. This has heightened the project profile exponentially and facilitated a platform for strengthened engagement with stakeholders for a



clearer vision, unity and purpose of what a Metro could mean within all relevant strategies and policies in development throughout the Region.

## **Finance**

- 3.2 A multi-disciplinary Metro project team has been established, made up predominantly from Glasgow City Council and with representatives from Glasgow Airport and the NHS. Staff costs have been offered as benefit in kind contribution towards the feasibility study and as progress is made through different stages, resource requirements will be assessed. To date, there is approval to spend £60k from the AAP City Deal funding for the feasibility study.
- 3.3 The project team continues to explore other sources of funding to progress the feasibility study, ensuring the AAP City Deal funding is secured for future scheme implementations. The feasibility study project team has been successful in obtaining £175k funding to undertake three specific consultancy commissions including £160k from the Scottish Government's Regional Recovery and Renewal Fund to support work packages for developing the economic narrative, and transport governance/operator model options and £15k from Glasgow City Council for evaluating land value capture mechanisms.
- 3.4 Additionally, feedback is awaited from a joint funding bid (with Public Health Scotland) for £300k from the Economies for Healthier Lives Programme fund. The bid sets out a proposed project aimed at identifying how the decision-making points/processes used throughout the development and delivery of capital investment projects could be altered to reduce the risk of creating health inequalities and to maximise positive health outcomes.

## **Supplier 1 Transport Specialist**

- 3.5 Steer Group have been appointed as the Metro Feasibility Study's transport specialist and will create a detailed scope of service, appropriate technical evaluation criteria and participate in the evaluation panel of the main feasibility study consultant 'Supplier 2'. Priorities include identification of the design principles to create a framework of criteria which can be used to assess routes and draw on their knowledge and experiences of their recent Metro work with other UK regions to support the developing programme. Recommendations for any future funding approval on the scope of the 'Supplier 2' deliverables will be presented to CEG on the completion of Steer's detailed scoping assessment.
- 3.6 Early findings from Steer's work has identified the opportunity to develop both an economic narrative and the options for the Metro's transport governance and operator model, taking account of the institutional landscape within which, the Metro proposals are being developed. The feasibility study's first output is expected in advance of COP26, aligned to the anticipated outputs of STPR2 Phase 2 which will include the STAG based Strategic Business Case for the Glasgow Metro. Therefore, it has been identified as necessary to develop these work packages ahead of the Supplier 2 contract to align complimentary outputs for consideration.

## **Accelerated Work Packages**

- 3.7 Jacobs UK Ltd has been commissioned to support two work packages. The first work package: “Economic Narrative” for the proposed Glasgow Metro will set out how the transport outputs that can be delivered by a Metro, lead to economic outcomes and how a Metro can support and facilitate the attainment of the wider policy objectives for the Glasgow City Region and at national level. The output will link the strategic need of a regional Metro with the economic benefits which will subsequently be quantified and monetised within an economic appraisal - in turn supporting the economic and Value for Money case. The early preparation of an economic narrative will inform the study’s scope and focus of the technical options required for the development of the Strategic Business Case, helping to secure the support and understanding of key stakeholders about the Metro’s benefits but also how realising the full potential will involve support and action from public and private sector stakeholders alike.
- 3.8 The second work package: “Transport Governance and Operator Model” will review the current institutional landscape within which the Metro proposals are being developed in the immediate term, as well as taking a longer term look at scenarios and options for delivery of the Metro programme. The output will map the roles and responsibilities with respect to transport, land use and other policies insofar as they are relevant to Metro, setting out the current governance arrangements and establishing a set of future principles. Additionally, the output will establish Metro development funding options; legal framework options required for the Metro’s progress, construction and operation. This will also include options for the future operation of the Glasgow Metro.
- 3.9 E-Rail Ltd has been appointed to undertake the third work package on an early stage evaluation study into land value capture mechanisms. This will assess and evaluate methodologies and practices which can help develop understanding and knowledge of how to develop funding models which can better credit the public purse from the benefit of transport infrastructure investment. A demonstration corridor will be assessed comprising of the South West Corridor Route from Glasgow city centre to Glasgow Airport / Paisley - to illustrate the potential of land value capture funding based on the consultancy’s recent positive experience in securing significant capital funding for a new passenger rail line in England. The outputs will include the applicability assessment of this type of approach alongside a review of other fund-raising methods available for infrastructure projects.

## **4 Programme Status Update**

### **Transport Scotland’s STPR2 Phase 1 Report**

- 4.1 Transport Scotland (TS) published Intervention 9a – Development of Glasgow Metro strategies alongside its STPR2 phase outputs in early February 2021. In this TS confirmed their commitment to work together with the Metro Feasibility Study team and regional partners to develop the Strategic Business Case for the Metro concept. The umbrella term ‘Metro’ describes a new level of public transport provision to improve connectivity within Glasgow and surrounding

areas in East and West Dunbartonshire, East Renfrewshire, North and South Lanarkshire and Renfrewshire. Modes may include bus rapid transit, tram, light rail and metro rail, integrating with the existing bus and rail networks using combinations of new infrastructure, reuse of disused railway and / or the conversion of existing rail to a new mode.

- 4.2 The key focus to develop potential route corridors is to review areas unserved and underserved by public transport connectivity; improving access to key hubs such as the city centre, hospitals, major education facilities, key employment centres, retail hubs, and major leisure/sports facilities; integrating with major transport hubs such as Central and Queen Street railway stations, Glasgow Airport and suburban interchanges. Current policy context addresses how a Metro can support the STPR2 planning objectives of inequalities, climate action, inclusive economic growth and health and wellbeing.
- 4.3 The report summarises how Glasgow Metro has a key role to play in tackling social exclusion, access to jobs and supporting national-level priorities such as Clyde Mission. It also offers significant opportunity and capacity for modal shift and the journey to achieving net zero emissions. Evidence from comparable European cities helps assess the issue of the 'missing tier' of public transport where a Glasgow Metro can address heavy rail constraints; enabling bus, metro and rail systems to focus serving key markets and achieving the transport outcomes for which they are best suited. A number of risks and uncertainties however will need to be considered throughout the development stages of the Strategic Business Case - examples include: travel pattern changes post COVID; economic recovery and public funding; and integration with other modes and with wider STPR2 developments.
- 4.4 This report allows the Metro Feasibility Study project team to further develop stakeholder engagement, data and analysis. This will help navigate stakeholders to an agreed understanding for the Metro. Project visibility and profile has improved upon the announcement of STPR2 Phase 1 and the recent positive press coverage and commentary. Building upon this momentum will be key to the success of the feasibility study assessment.

### **Strategic Alignment**

- 4.5 The Metro Feasibility Study project team continues to work closely with TS and their consultants' Jacobs and AECOM to progress a Phase 2 workplan for evaluating the next stage of Metro. This workplan is being refined to manage the required timelines and dependency inputs particularly around feedback on the STPR2 phase 1 outputs; understanding and analysis of local factors, heavy rail and rail network factors, planning assumptions, and developing a Metro network options. A series of workshops have commenced to progress emerging considerations and a greater understanding of how potential metro routes could impact or complement ongoing development plans. The STPR2 Phase 2 report is expected in Autumn 2021 and will set out the Scottish Government's long-term transport investment priorities.

- 4.6 In addition, detailed working with Glasgow's Local Transport Strategy (LTS), City Centre Strategy and with Strathclyde Partnership for Transport (SPT) on their Regional Transport Strategy (RTS) has been established, with regular meetings and discussions ongoing. The assessment for a Metro style network, will be considered for inclusion in both the LTS and RTS options appraisal processes to assess the case for an integrated public transport system in the city where bus, Metro, Subway and new forms of mobility can co-exist, and offer effective alternatives to car journeys, particularly supporting the city's most vulnerable communities. Both the RTS and the LTS are now considering options generation and evaluations and therefore alignment to Metro aspirations is at a key stage to consider the impact of travel demand scenarios, the role/impact of the city centre and emerging route corridors. Both the LTS and RTS are expected to publish their outputs towards the end of 2021 and early 2022 respectively.

### **Metro Strategic Advisory Group**

- 4.7 The Metro Strategic Advisory Group has been established to help develop knowledge and understanding of local, regional and national strategies, policies and plans which can support the development of Metro proposals. The group has been meeting monthly since November 2020 and has grown in membership from 12 to 16 organisations, listed below.

The MSAG has an advisory remit to assist the Metro Feasibility Study project team, and continues to be pivotal in developing collaboration with organisations to progress the study. Recent highlights include Glasgow City Region's Intelligence Hub presenting on economic datasets and baselines, and the Glasgow Chamber of Commerce reflecting on the opportunities and challenges ahead for the West of Scotland economy and Metro's place within that.

Glasgow Airport	Clyde Mission	Scottish Enterprise	Transport Scotland
Renfrewshire Council	Clydeplan	Connectivity Commissioners	Strathclyde Partnership for Transport
Scottish Power Energy Networks	Strathclyde University (Sustainability)	Chamber of Commerce	Local Transport Strategy (Glasgow City Council)
Scottish Government	Climate Ready Clyde	NHS	Glasgow City Region Intelligence Hub

### **Stakeholder Conversations**

- 4.8 Engagement continues to understand developing plans for how the Clyde Mission work brings together public and private sector partners to harness the opportunities and competitive advantage of the River Clyde and the surrounding assets to deliver economic, social and environmental benefits. A shared understanding is being pursued of how a Metro could bolster ambitions to transform the surrounding vacant and derelict land by supporting future and

planned River Clyde developments which currently have little access to public transport.

- 4.9 Clydeplan has outlined their work on the indicative Regional Spatial Strategy (iRSS) and the timescales to publish the final Regional Spatial Strategy which will set out the strategic development priorities for the wider Glasgow area in conjunction with other local planning authorities, key stakeholders and the Scottish Government. Dialogue continues, to explore how the Metro's strategic development could assist with place making spatial strategies, housing strategies and in the transformation of vacant and derelict land.
- 4.10 The Metro Feasibility Study team continues to engage with the Place Commission to facilitate discussions to explore and understand the challenges and opportunities that a strategic development (like an integrated transport system) can offer to placemaking, design, innovation, identity and culture concepts to support Glasgow' region's competitiveness and how to link together its key assets to enable easier movement around the metropolitan city. The importance of a strong design that focuses on service users to promote confidence, accessibility and connectivity (especially in disadvantaged communities) is a key theme.
- 4.11 It has been agreed with the Glasgow City Region PMO, that within the portfolio groups, the Transport and Connectivity Portfolio Group will be the main the conduit for the feasibility study, with a Lead Officer nominated from each local authority to liaise with the Metro Team. This approach allows for effective information sharing and collaboration and facilitates Transport Scotland's specific request that the Metro Feasibility Study Team work closely with them and operate as the conduit across Glasgow's regional authorities.
- 4.12 The Metro Feasibility Study Team is working closely with the Glasgow Bus Partnership team to scope out overlapping agendas in respect of Transport Scotland's Bus Partnership Fund. This approach is to ensure that opportunities are not missed at tackling congestion issues on radial routes, strategic park and ride placement, integrated ticketing solutions and investigation of new routes that tackle areas currently unserved and underserved by public transport. Once proposals have been developed, consideration will be given to facilitating discussion with the bus operators on the developing Metro ambition.

### **Test Evaluation of Routes**

- 4.13 The South-West corridor route has been selected as the initial test route to analyse potential routing options, map available data, identify data set gaps and test sensitivity analysis on data sets. Data is being stored on Geographical Information Systems (GIS) to enable the methodology to be adopted and repeated across future proposed routes. The Metro project team has engaged with Renfrewshire's planning team to assess options to incorporate aspirations for improved connectivity for key employment zones such as the Advanced Manufacturing Innovation District as well as the Airport. This will also be reflected in the assessment for the land value capture evaluation.

## **Research and Benchmarking**

- 4.14 An initial meeting with Nottingham City Council has taken place and follow up sessions are now planned to explore topics of interest in detail. Knowledge share sessions for both Edinburgh and Dublin are also planned. Cataloguing work on previous research continues and Transport Scotland's detailed benchmarking report on Metro solutions is awaited to follow up and assess relevant case study references. Further meetings are planned with UK Tram to explore developing networking and reference study contacts.

## **5 Recommendations**

- 5.1 The Cabinet is invited to note:

- (1) the updates contained in this report specifically the close working and developing relationships of the Metro Feasibility Team with Transport Scotland and their appointed consultants, and with SPT and Glasgow's teams preparing the regional and local transport strategies; and
- (2) that further update reports will be brought to the Chief Executives' Group and the Cabinet on the progress of Metro Feasibility Study, including any approval for additional funding.

## WEST DUNBARTONSHIRE COUNCIL

**Report by Chief Officer – Shared Services Roads & Neighbourhood  
Council: 26 May 2021**

---

**Subject: Response to motion to Council – 3 March 2021:  
Kilpatrick Hills**

**1. Purpose**

- 1.1** The purpose of this report is to provide a response to the motion approved at the West Dunbartonshire Council meeting held on 3 March 2021 in relation to the use of the Kilpatrick Hills.

**2. Recommendations**

- 2.1** Council is asked to:
- i. note the engagement activity which has taken place to date; and
  - ii. note the measures that have been put in place identified in section 4.4 numbers i-viii.

**3. Background**

- 3.1** Council approved the undernoted motion at its meeting on 3<sup>rd</sup> March 2021;

*This Council is concerned with the ongoing traffic congestion and associated parking issues created by the increase of people seeking access to the Old Kilpatrick Hills.*

*Council recognises that members of the public are choosing to access this area as a means of permitted daily exercise and social activity during these difficult times.*

*Council is not seeking to limit public access to our local hills and countryside but Council seeks to mitigate the effects of the increase in activity, not least the traffic and parking issues created as a result.*

*In particular, Council recognises and is concerned by the particular issues raised by residents of Old Kilpatrick and Hardgate who are greatly inconvenienced by this.*

*Council will consult with Police Scotland, Scottish Fire and Rescue and the Forestry Commission and thereafter prepare a report to come back to the next meeting of Council exploring all options open to each public body to tackle these issues, and in particular, the report should highlight where each*



*organisation has responsibility and associated powers to take the necessary action to alleviate matters.*

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

**4.1** The Kilpatrick Hills are located between Dumbarton and Milngavie north of the River Clyde.

**4.2** In recent years there has been growing visitor pressures identified on remote rural communities and wild places throughout Scotland. Visitor numbers have been increasing gradually across all access points to the Kilpatrick Hills, and although it is great to see that more people want to get out to connect with nature and enjoy the outdoors, the rising popularity is presenting challenges to both rural communities and wild places. With the easing of the Covid-19 lockdown in July 2020, visitor numbers have become a major issue, increasing by as much as six fold on some weeks compared to 2019.

**4.3** Officers from the Councils Greenspace Section have had consultative and operational engagement with local communities and partner agencies, including Forestry and Land Scotland, Police Scotland, land owners and WDC Roads Section. During these discussions it has been identified that there has been a noticeable change in the type of visitors accessing the hills, as a growing percentage of visitors are behaving more irresponsibly. The main issues identified are:

- Increased waste and littering
- Inappropriate road-side parking
- Human waste and inappropriate toileting
- Increased traffic and pressure on local roads
- Lack of awareness of the Scottish Outdoor Access Code
- Negative impacts on the environment
- Disruption to communities, especially from increased traffic and parking
- Anti-social visitor behaviour

**4.4** Further to the motion the following actions have been implemented:

- i. Forestry and Land Scotland has appointed two additional rangers for patrolling over the summer season. The main focus of their area will be the Kilpatrick Hills and positive visitor engagement. They will provide a presence in the hills seven days a week.
- ii. The Council have agreed a contract with Forestry and Land Scotland to provide and service large bins at the entrance to Cochno Hill to deal with the increased levels of littering at this location.
- iii. Council Planning and Greenspace Officers have fast tracked planning permission for a temporary car park at Gavinburn in Old Kilpatrick at

the main access point to the Kilpatrick Hills. This is in line with recent guidance from Scotland's Chief Planning Officer in response to the increased visitor numbers to rural locations throughout Scotland. This has allowed Forestry and Land Scotland to enter into negotiations with the land owner to agree a temporary lease of the site to cover this Summer season. It is anticipated that the car park will be operational from mid May.

- iv. Council Greenspace teams are carrying out additional litter patrols around all of the access points and car parks that service the Kilpatrick Hills.
- v. New signage has been developed and erected at strategic access points advising visitors of the key points of the Scottish Outdoor Access Code
- vi. Council Roads Officers are progressing a Temporary Traffic Regulation Order (TTRO) that will impose traffic restrictions at the following locations:

A878 Station Road, Old Kilpatrick, from the railway overbridge adjacent to Old Kilpatrick Station to the westbound carriageway of Great Western Road. Restriction on both sides of carriageway for a distance of 460 metres.

A878 Station Road, Old Kilpatrick, from the A82 westbound slip road to the Erskine Bridge slip road to the A82 eastbound carriageway. Restriction on both sides of carriageway for a distance of 505 metres.

Mount Pleasant Drive, Old Kilpatrick, from Station Road to No.22 Mount Pleasant Road. Restriction on both sides of carriageway for a distance of 105 metres.

Cochno Road, Hardgate & Faifley, from Duncombe Avenue to the boundary with East Dunbartonshire Council adjacent to Loansdean access. Restriction on both sides of carriageway for a distance of 2130 metres.

Police Scotland have been consulted on the extent of the temporary restrictions and monitoring will be carried out jointly to shape the development of a permanent traffic regulation order.

- vii. The Roads Service will programme traffic counts and vehicle movements to determine whether traffic calming measures are required. In addition the Service will monitor the operation of the speed messaging board.

- viii. A communications strategy to be developed with partners to encourage responsible use of the Kilpatrick Hills and inform public of measures being implemented.

## **5. People Implications**

- 5.1 There are no direct people implications resulting from this report.

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

- 6.1 All expenditure resulting from the actions identified in section 4 will be absorbed within existing revenue budgets.

## **7. Risk Analysis**

- 7.1 Failure to address the issues identified as a result of increased visitor numbers at the Kilpatrick Hills and surrounding access points could lead to reputational damage to the Council and other partner Organisations.

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

- 8.1 An initial screening confirms there is no adverse impact.

## **9. Consultation**

- 9.1 As detailed in the main issues section of this report engagement has taken place with user groups and other interested parties. This has informed the recommendations made in this paper.

## **10. Strategic Assessment**

- 10.1 This report supports the Councils Strategic objective of efficient and effective public services that improve the lives of residents.

**Gail MacFarlane**

**Chief Officer – Shared Services Roads & Neighbourhood**

Date: 05 May 2021

---

**Person to Contact:** Ian Bain, Greenspace Manager

**Appendices:** None

**Background Papers:** None

**Wards Affected:** All



## WEST DUNBARTONSHIRE COUNCIL

## Report by Chief Officer – People and Technology

Council Meeting: 26 May 2021

---

**Subject: Use and Payment of Casual Workers****1. Purpose**

- 1.1 The purpose of this report is to provide Council with a summary of the use and payment of casual workers over the last year (2020/21).

**2. Recommendations**

- 2.1 Members are asked to note the content of this report.

**3. Background**

- 3.1 At the Council meeting held on the 24<sup>th</sup> February 2021, officers were requested to prepare a detailed report on the numbers of casual workers employed by West Dunbartonshire Council who have *not* been offered any hours during the pandemic.
- 3.2 To facilitate the use and payment of casual workers WDC retain information of those available for work (supply lists) and the hours casual workers have worked. We do not retain information of all offers made or work not offered as this is not required on the basis that there are no obligations on either party to either offer or accept work offers. Therefore the changes in casual usage must be demonstrated by comparing different periods which include information on those who *have* worked and the number of hours paid.
- 3.3 West Dunbartonshire Council, similarly to other local authorities, uses casual workers to support 'ad hoc' work that cannot absolutely be forecast. A casual worker does not have a 'Contract of Employment' but, by registering, has entered into a relationship with the Council where there is no obligation on the Council to provide work, and equally no obligation on the worker to accept any offer.
- 3.4 Casual workers are managed in accordance with the agreed Casual Workers' Policy and monitoring of casual workers (including supply Teachers) is undertaken on a bi-annual basis and reported to the Performance and Monitoring Review Group and to Corporate Services Committee.
- 3.5 There are currently 607 workers registered as available for casual and/or supply work across the council. These are predominantly in Education and HSCP linked to their more extensive supply pools, created to ensure that statutory provision can be maintained, e.g. in care and delivery of education. Of this 607, 145 have substantive 'Contracts of Employment' as well as being

registered for casual/supply work leaving 462 registered for casual/supply work only.

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

- 4.1** In April 2020, an [SJC circular](#) and separate [SNCT guidance](#) were issued acknowledging the disruption the COVID pandemic would have to established patterns of work and service delivery arrangements and the impact this would have to *existing* offers of work made to casual and supply workers. A compensation scheme was proposed under Scottish Joint Council (SJC) covering conditions and advice for Local Government Employees and a job retention scheme under Scottish National Conditions for Teachers and Associated Professionals (SNCT).
- 4.2** The circulars recommended that any casual/supply worker who had accepted an offer of work in the period 1<sup>st</sup> January 2020 to 31<sup>st</sup> March 2020, who worked regularly and who were known to remain available for work should receive compensation by way of an average payment, calculated with reference to the average hours worked over the preceding three month period. The purpose of this payment was to replace *expected* pay.
- 4.3** Councils had discretion on how to apply, review and decide on duration dependant on circumstances. In the SJC circular, it was suggested that compensation should be considered for each pay period commencing after 20/3/20 (when schools were closed by the Scottish Government) and discontinued when it was judged that working arrangements had regularised. In the SNCT guidance, it was explicit that the job retention scheme was open until the end of June and would then cease.

#### **Process of implementing compensation payments**

- 4.4** Prior to commencing the average pay exercise, a reminder was issued that any casual/supply worker who had worked on a continual basis, full or part time, for one month or more should have been offered a temporary or fixed term contract to reflect this arrangement. Details of contracts issued is contained in Tables 2 and 3.
- 4.5** Casual/supply workers, who had been working in a more ad hoc fashion, had the terms of the circulars applied. The relevant line managers were advised of the average hours for individual workers to support them in undertaking work in the same way as their employed colleagues, either by working from home or relocated to assist in other service areas.
- 4.6** In some service areas there was no requirement for average hours payments as the need for these workers continued and did not affect the offers of work so these were made and accepted as usual. Managers were advised of the mechanism and eligibility criteria should service delivery or personal circumstances change but this was not required. This was specific to HSCP; Youth Services (Sessional Youth Services Workers); Care at Home; Residential Children's Homes and Care Homes for Older People.



## Break-down of casual hours payments

- 4.7** 46 people met the criteria for an average payment under the SJC provisions. 36 had only casual working arrangements and 10 had both casual arrangements and other substantive employment contract(s) with the Council. 105 teachers met the criteria for an average payment under the SNCT provisions with 64 having only supply arrangements and 41 with other substantive employment contract(s) with the Council. This is broken down by service in Table 1.

**Table 1: Casuals by Service**

Service Area	Team	No. of Casual Workers paid average hours	Work Available
Children's Health, Care & Criminal Justice	Criminal Justice	5	No
Housing & Employability	Ashton View	11	Yes
Citizens, Culture & Facilities	Libraries & Culture	3	No
Education	Early Years	21	Limited
	Learning Assistants	6	Limited
	Teachers	105	Yes but reduced

- 4.8** Table 2 shows the current status of the 46 eligible casual workers covered by the SJC provision and paid the average compensation payment and Table 3 the same for the 105 eligible supply teachers covered by the SNCT provision.

**Table 2: SJC Status of Workers**

	Number
Casual Worker	18
Withdrawn from register	3
Fixed Term Contracts issued	6
Permanent roles secured	12
Perm substantive role in addition to casual status	7
<b>Total</b>	<b>46</b>

**Table 3: SNCT Status of Workers**

	Number
Casual Worker	50
Withdrawn from register	10
Fixed Term Contracts issued	7
Permanent roles secured	0
Perm substantive role in addition to supply status	38
<b>Total</b>	<b>105</b>

- 4.9** Over the period March to July 2020, use of casual/supply workers has varied with some services offering work throughout, others had reduced requirements and some had no requirements at all if the service was unable to deliver due to the restrictions or difficulties in delivering an effective service in the circumstances. Where possible casual/supply workers were used at least to the level of their average hours. If they could not be used they were paid average hours as compensation for hours lost.
- 4.10** As services resumed, to varying degrees and in line with the 'Protection Levels' from mid-July, there was no need for the compensation option as services normalised. While there is no central recording of work refused, managers of those who had been eligible under either the SJC or SNCT provisions and therefore in receipt of the compensation or retention payments, confirmed that none of their casual/supply workers refused work during the compensation period.

### Context of Casual Use

- 4.11** Table 4 below shows the number of casual workers registered as available for work and subsequently used in the last two years to provide a context, reported in 6 month periods. The usage is also shown in a percentage to aid comparison. In general terms, April – September 2019 and the same period in 2020 shows a similar pattern of usage. However it is evident that there is an increase in availability in the October 20 – March 2021 period when compared to previous reporting periods with a corresponding reduction in those used. This would be expected. Casual/supply work is required to cover ad hoc, unplanned and unexpected tasks resulting from unforeseen circumstances such as sickness absence, an increased workload due to particular events etc. These instances, where casual/supply workers would usually be called upon did not arise due to reduced service delivery, more flexible ways of working and a marked reduction in sickness absence. It is normal that, in any given period, the full quota of those registered as available will not be required, will not all be offered work and of those offered, a proportion will not accept (as is their right).

**Table 4**

	<b>April - September 2019</b>			<b>October 2019 - March 2020</b>		
	<b>Available</b>	<b>used</b>	<b>%</b>	<b>Available</b>	<b>Used</b>	<b>%</b>
Teachers	257	153	60%	229	172	75%
Local Government	362	154	43%	315	167	53%
<b>Total</b>	<b>619</b>	<b>307</b>	<b>50%</b>	<b>544</b>	<b>339</b>	<b>62%</b>
	<b>April - September 2020</b>			<b>October 2020 - March 2021</b>		
Teachers	287	160	55%	290	125	43%
Local Government	284	114	39%	317	118	37%
<b>Total</b>	<b>571</b>	<b>274</b>	<b>47%</b>	<b>607</b>	<b>243</b>	<b>40%</b>

**4.12** At the outset of the significant restrictions (Level 4 plus additional measures) introduced on 26<sup>th</sup> December 2020, there was no re-introduction of the SNCT job retention payment for teachers (the circular having no effect after end of June when schools closed at term end) and eligibility was not reconsidered under SJC provision due to the following:

- The Level 4 protection measures were different from the 'lockdown' in March 2020 and the restrictions fewer;
- Different risk mitigations, safe working arrangements, provision and use of PPE, were all relevant and in place which was not the case in March 2020; and
- Additional work was available for casual workers linked to the COVID response, e.g. crisis support, social care and the vaccination centres.

The initial lock down period in March 2020 presented little in the way of notice and many casual workers had an expectation of work and associated earnings. The current restrictions did not present that same expectation of work. Those with an expectation of work, hours to be worked and therefore payment would have a contract of employment per the policy.

**4.13** Like many other councils, WDC has proactively sought to engage employees in support of care, community support and the vaccination centres and have extended this opportunity to all casual workers. Any interested casual workers have been accommodated.

**4.14** Immediately prior to the request for this report, 3 individuals were notified to HR as being available for work but not being utilised. This was the only complaint received of this nature and was followed up. On investigation it was confirmed that one had refused work and the other 2 have been employed as Co-ordinators in the in the Vaccination Clinics on 6 month fixed term contracts. Furthermore, their previous substantive work pattern identified that the manager should have issued both with appropriate annualised contracts to reflect the variable pattern and this is now being rectified.

**4.15** The table below shows the casual workers who have been offered and accepted work over the last year. This demonstrates the continuing need for casual work and workers over the duration of the pandemic, albeit at a reduced rate. As with previous periods, there will always be individuals who register but choose not to work or there is no work to offer in the period.

**Table 5: Use of Casual Workers by Service**

<b>Service*</b>	<b>Number of Casual Workers with recorded hours (April 20-March 21)</b>
Children's Health, Care & Criminal Justice	29
Citizens, Culture & Facilities	3
Community Health & Care	42
Education - Support	65
Education - Teachers	205

Housing & Employability	13
Mental Health, A & LD	1
Regulatory & Regeneration	1
Resources	4
Supply, Distribution & Property	1
<b>TOTAL</b>	<b>364**</b>

\*Please note: where casual workers have a substantive employment with the Council, casual hours worked will be held against this regardless of which service required the casual work.

\*\*Please note: the numbers in Table 4 for each 6 month period should not be added together to compare with the total in Table 5. Many casual/supply workers will have worked in both reporting periods and the total in Table 5 discounts duplicates. This is not feasible for the figures reported in Table 4 as these are done in 6 monthly periods (where it is not known who will work in the next period) whereas Table 5 is a full year (where all workers are known).

## Conclusions

- 4.16** This report details the overall numbers of casual/supply workers used and/or paid during the relevant period, setting this in context with previous reporting periods for comparison. The four reporting periods in Table 4 demonstrate that those on the register and those subsequently used fluctuates due to the nature of the work. It is evident that there has been less casual work available in the last reporting period, as would be expected, due to the restrictions across services and the reduced absence thereby reducing the need for unplanned ad hoc cover.
- 4.17** To support casual/supply workers after the initial lock down in March 2020, all average hour payments were made in accordance with the relevant SJC and SNCT circulars where there was an existing expectation of pay. Additionally managers were asked to review casual and supply usage and amend employment status where appropriate. Contracts have been issued as a result of this review as detailed in Tables 2 and 3.
- 4.18** Through application of the guidance set out in both the SJC circular and SNCT guidance, the Council has ensured that casual/supply workers received the pay expected had it not been for COVID. Table 5 confirms that such workers have continued to be needed and used.

## Next steps

- 4.19** The Casual Worker Policy is explicit that any worker who has been used continuously, for more than one month, should be offered a temporary/fixed term contract where there is an ongoing requirement. If the requirement is permanent, the relevant contract should be offered. There are some areas where this assessment is more complicated, with a continuous need for the work but an irregularity in hours. The People & Change Partners are

supporting line managers to review requirements and ensure that the appropriate contractual arrangements are in place/offered.

- 4.20** There are some circumstances where casual/supply workers have been offered contracts but prefer the flexibility of a casual/supply arrangement, allowing them to accept and/or decline work to suit themselves, often working for more than one employer and so opt to remain casual. While this choice will be respected, the offer will nonetheless be made.

## **5. People Implications**

- 5.1** There are no direct people implications for employees arising from the information presented in this report. However, it is important to note that when considering the application of the relevant circulars, consistency between the two bargaining groups was considered. SNCT was clear that the job retention payment was only open until the end of June when schools closed, however SJC was less clear and stated “until services normalise” which varied across services with all resumed by mid-July. There has been a change to casual and supply usage across both groups.

The assessment of ‘normal’ service delivery must be considered in light of the ongoing COVID restrictions which were not anticipated or considered at the time that the guidance was issued and prior to the additional considerations and safety mitigations detailed in 4.12 of this report.

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

- 6.1** Those eligible for contracts have received them, and the SNCT and SJC circulars have been applied for the period of lock down (March – July). The total cost of the compensation paid under both schemes was £0.436m inclusive of employer on costs.
- 6.2** There are no procurement implications arising from this report.

## **7. Risk Analysis**

- 7.1** There is no proposal contained in this report and it was therefore not necessary to carry out a risk assessment.

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

- 8.1** This report is for noting and summarises the local application of SJC and SNCT guidance. The equalities impact assessment has been carried out as part of the overall impact assessment of COVID of which this is one part. The impacts are sex due to women occupying more casual roles than men and socio economic, in that those on casual contracts tend to earn less and are not receiving that income.

## **9. Consultation**

- 9.1** The application of the SJC and SNCT circulars were shared with the trade unions, employees and managers through the COVID workforce updates and at relevant meetings. The recent reference to 3 employees highlighted in section 4.14 of this report is the only complaint received to the application of these circulars and is currently being resolved.

## **10. Strategic Assessment**

- 10.1** Undertaking workforce monitoring will support the Council's aim to make the best use of both financial and human resources resulting in a positive impact upon service provision.

**Victoria Rogers**

**Chief Officer – People and Technology**

**Date: 19<sup>th</sup> April 2021**

---

**Person to Contact:** Geraldine Lyden, People & Change Partner  
[Geraldine.lyden@west-dunbarton.gov.uk](mailto:Geraldine.lyden@west-dunbarton.gov.uk)

**Appendices:** SJC – 62 – Covid-19 and casual workers  
SNCT – Supply Teachers Job Retention Payment

**Background Papers:** None

**Wards Affected:** N/A

# Scottish Joint Council for Local Government Employees

Verity House  
19 Haymarket Yards  
Edinburgh EH12 5BH  
Tel: 0131 474 9200  
Fax: 0131 474 9292

17 April 2020

Dear Chief Executive,

## **SJC-62**

### **COVID-19 and Casual Workers**

Dear Colleague

It is recognised that during the COVID-19 outbreak and councils' responses to it there will be disruption to established patterns of work and arrangements for maintaining service delivery. This may result in workers whose names are on casual worker lists experiencing a change in the offers of work made that they can accept.

In this circular a casual worker means a person on list of names held by the council who can be contacted and offered work on an ad-hoc basis. The workers are directly employed by the Council. These lists are often referred by terms such as "relief", "supply", "sessional", "pool" or "bank". This circular applies to such workers where there is no "mutuality of obligation".

This circular does not apply to employees working additional hours, overtime, in 'acting up', or similar arrangements. It does not apply to employees on temporary contracts. It does not apply to agency workers.

It is recommended that the arrangements in this circular should apply to casual workers who have accepted an offer of casual worker in the period 1<sup>st</sup> January 2020 to 31<sup>st</sup> March 2020 and who are known to remain available for work. Councils may exercise discretion about this, including taking account of an individual's known personal circumstances.

It is suggested that compensation should be considered for each pay period commencing after 20/3/20 (when schools were closed by the Scottish Government). It is suggested that it should be reviewed on a monthly basis and discontinued when it is judged that working arrangements have regularised.

The following eligibility criteria are suggested:

- If a casual worker has not been offered work because of service disruption related to COVID-19, consider for compensation.

IF TELEPHONING OR CALLING PLEASE ASK FOR:  
Tom Young 0131 474 9279 e-mail: employersfunction@cosla.gov.uk



- If a casual worker has been offered and accepts work but has been offered less work than normal overall because of service disruption related to COVID-19 consider for compensation.
- If a casual worker cannot accept work because of being symptomatic or ill because of COVID-19, or because they are self-isolation in line with medical guidelines consider for compensation.
- If a casual worker cannot accept work because they are “shielding” consider for compensation.
- If a casual worker has been offered and declines work, they will not normally be eligible for compensation. This includes offers of work of a type that they would not normally do but are capable of accepting.

The principle for compensation is that it should calculate the typical weekly/monthly/pay-period earnings based on the average over the previous 12 weeks, or 3 months, or 3 pay periods (as appropriate to local circumstances). The purpose of any payment made should be to ensure that the worker receives approximately what they might anticipate in normal circumstances. This means that a worker who is receiving some paid work might have pay “topped up”.

There will be no need to consider compensation if a worker is clearly already earning more than normal.

Councils have discretion to customise the principles, including reference periods, means of calculation and dates above to take account of local factors such as peaks in demand which might distort the average and the ease and accuracy of calculation because of the pay system in use.

Any compensatory payment made will be treated as pay for the purposes of tax and national insurance.

This will be monitored by the SJC, and revisions will be made as necessary.

Yours sincerely

TOM YOUNG (COSLA)  
JOHANNA BAXTER (UNISON)  
DREW DUFFY (GMB)  
WENDY DUNSMORE (UNITE)

Joint Secretaries

3 April 2020

**JS/20/78**

**Supply Teachers Job Retention Payment**

Dear Colleague

In response to the escalating COVID -19 outbreak, the Scottish Government has announced that all schools and ELC premises would close from 17.00 on 20 March for an indefinite period.

Circular SNCT 20-75 School Closure COVID-19 outlines that COSLA has stated that there should be “no detriment in pay arrangements for all staff”. For teachers and associated professionals, these “no detriment in pay” scenarios apply to:

- teachers on acting appointments who are in receipt of temporary responsibility allowance
- supply teachers on temporary fixed term appointments
- teachers on temporary fixed term contracts
- teachers on temporary fixed term contracts where there is no defined end date
- teachers appointed to acting up posts prior to 20 March 2020

The SNCT now gives details regarding how the issue of payment for supply teachers not in a contract as at 20 March 2020 should be administered in all Councils.

If a supply teacher has been on a supply list during the 2019/20 school year and has been engaged for the period 1<sup>st</sup> January 2020 to 31<sup>st</sup> March 2020, the mechanism for determining the compensatory payment for loss of expected earnings until the end of June will be calculated with reference to the average hours worked over the three month period.

This arrangement should ensure that supply teachers and other SNCT workers engaged on a casual basis between 1<sup>st</sup> January 2020 to 31<sup>st</sup> March 2020 whose earnings fluctuate are not disadvantaged. The deployment of supply teachers may still occur during this period of enforced school closure. Supply teachers should be encouraged to cover in the education hubs as necessary during this national emergency or be given the opportunity to volunteer

**COSLA**  
Verity House  
19 Haymarket Yards  
EDINBURGH  
EH12 5BH  
T: 0131 474 9200  
F: 0131 474 9292  
E: [tomy@cosla.gov.uk](mailto:tomy@cosla.gov.uk)

**Teachers' Panel**  
46 Moray Place  
Edinburgh  
EH3 6BH  
T: 0131 225 6244  
E: [lwilson@eis.org.uk](mailto:lwilson@eis.org.uk)

**Scottish Government Learning Directorate**  
2B North Victoria Quay  
Edinburgh  
EH6 6QQ  
T: 0131 2440230  
E: [Stephanie.walsh@gov.scot](mailto:Stephanie.walsh@gov.scot)

for redeployment, similar to other local authority employees, to other duties within the Council. Should they do so they will be paid at their normal hourly rate of pay if their hours worked are above the average hours paid.

The job retention payment will be paid April, May and June and be open to the end of June. Accrual of annual leave will be applied in accordance with the SNCT Handbook and local arrangements.

Please note that Income Tax, National Insurance contributions and any other deductions will apply to this payment.

The SNCT Joint Chairs and the SNCT Joint Secretaries will continue to monitor the situation on an ongoing basis and revisions will be made as necessary.

Yours sincerely

Tom Young (Employers' Side)  
Louise Wilson (Teachers' Panel)  
Stephanie Walsh (Scottish Government)

**Joint Secretaries**

**WEST DUNBARTONSHIRE COUNCIL****Report by Chief Officer – Citizen, Culture and Facilities****Council: 26 May 2021**

---

**Subject: Older People's Champion****1 Purpose**

- 1.1** The report responds to a request from the Scottish Older People's Assembly (SOPA) and Age Scotland for all local authorities in Scotland to consider appointing an Elected Member to serve as an Older People's Champion.

**2 Recommendations**

- 2.1** It is recommended members:
- Note the contents of the report
  - Appoint an Equalities Champion representing all disadvantaged groups and incorporating the remit of the Older People's Champion

**3 Background**

- 3.1** The Scottish Government, Age Scotland and SOPA define older people as those aged 50 and above in terms of policy.

- 3.2** Age is one of the protected characteristics identified in the Equality Act 2010, and in regard to which we are bound by the Public Sector Equality Duty to:

- Eliminate discrimination
- Advance equality of opportunities
- Foster good relations between different groups

- 3.3** The Council's Equality Statement notes that:

'Everyone has 'protected characteristics', but it is the treatment individuals and groups receive, the level of autonomy they have, and the positive or negative outcomes for them, that are its focus.'

- 3.4** The request from SOPA/Age Scotland states:

'Older People's Champions are councillors who act as a link between the Council and older people in the local area. Their responsibilities include ensuring older people's perspectives are understood in every policy area, feeding back concerns to the Council, leading on Council campaigns around older people's issues and helping to communicate Council policy to older people and the wider community . As the role is apolitical with a focus on representing the views of local older people, any councillor can take up post.'

- 3.5** To date a minority of Local Authorities including Scottish Borders, Dumfries and Galloway and Dundee City have appointed an Older People's Champion.
- 3.6** The Council's Equality and Diversity Working Group (EDWG) has a broad equalities remit, with a focus on meeting the needs of and minimising disadvantage experienced by people due to their protected characteristics. Protected characteristics include age; disability; gender reassignment, race, religion, sex and sexual orientation. The EDWG is chaired by Councillor Caroline McAllister.

## **4 Main Issues**

- 4.1** Nine Councils have Champions in place. Arrangements vary with the portfolio being added to Equalities Champions' in some instances, and a dedicated Older People's Champion in others. Some Councils have more than one Champion, for example Scottish Borders has an Equalities, Children and Young People's and Older People's Champion who is also the Champion for the Deaf Community.
- 4.2** It is acknowledged that there are a breadth of protected characteristics, and further challenges presented to these disadvantaged groups as a result of Covid. It is therefore recommended that rather than focus on one single equality group – older people in this case – it would be advisable to appoint an Equalities Champion to represent all disadvantaged groups. The post holder would still undertake the remit of the Older People's Champion as outlined by Age Scotland and SOPA, as well as the wider portfolio. This would ensure equity, and also avert queries or potential criticism as to why the Council has focused on one single equality group.
- 4.3** It would be for elected members to put forward nominations for the role, which could be from any political party, and agree the appointment at Council. Thereafter the report and confirmation of the portfolio holder could be remitted to the EDWG for information.
- 4.4** The Council can provide suitable training and learning opportunities alongside second tier advice to the new portfolio holder.

## **5 People Implications**

- 5.1** There are no direct people implications resulting directly from this report.

## **6 Financial & Procurement Implications**

- 6.1** There are no direct financial or procurement implications associated with this report.

## **7 Risk Analysis**

- 7.1** There is no legal obligation to have Older People's Champions in place. That said, there is a risk that if the Council does not appoint an Equalities or Older

People's Champion then it could face criticism from the Scottish Older People's Assembly (SOPA) and Age Scotland. Similarly a view could be taken by some local residents that this suggested the Council was not committed to supporting those defined as Older People.

**7.2** There is a risk that if an Older People's Champion was appointed it would give the appearance that the Council prioritised Older People above other protected characteristics. There is a subsequent risk that further 'Champion' appointments would be required, with further reports to Council needed on each occasion. An Equalities Champion would be able to represent and act in the interests of all residents with protected characteristics.

**7.3** Failure to have a coherent approach to equality supported by strong leadership would undermine the efforts to reduce inequalities and to 'build back better', and recover from the effects of the pandemic in West Dunbartonshire. The Council's approach to Equality is detailed in our published 2017-21 Mainstreaming Report, and draft 2021-25 Mainstreaming Report.

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

**8.1** The proposals are relevant to equalities and an Impact Assessment has been undertaken and is appended to this report..

## **9 Consultation**

**9.1** This is an opportunity to advance community engagement and empowerment on an issue of importance to communities and the Council.

## **10 Strategic Assessment**

**10.1** The proposals within this report support all the Council's Strategic Priorities with the following one's in particular:

- Supported individuals, families and carers living independently and with dignity;
- Meaningful engagement with active, empowered and informed citizens who feel safe and engaged; and
- Open, accountable & accessible local government.

**Malcolm Bennie**  
**Chief Officer, Citizen, Culture and Facilities**  
**Date: 26 May 2021**

---

**Person to Contact:** Amanda Graham  
Strategic Communications, Culture and Performance  
Manager  
[amanda.graham@west-dunbarton.gov.uk](mailto:amanda.graham@west-dunbarton.gov.uk)

**Appendices:**                      **Appendix 1:** Champions Role Descriptor from  
SOPA/Age Concern  
**Appendix 2:** EIA

**Background Papers:**            None

**Wards Affected:**                All wards



**Councillor Jonathan McColl**  
**Council Leader**  
**West Dunbartonshire Council**

**Councillor Caroline McAllister**  
**Deputy Leader**  
**West Dunbartonshire Council**

**Joyce White**  
**Chief Executive**  
**West Dunbartonshire Council**

1 February 2021

Dear Councillor McColl, Councillor McAllister and Joyce White,

#### **An Older People's Champion for West Dunbartonshire Council**

As the national charity for older people, Age Scotland works to improve the lives of everyone over the age of 50. The Scottish Older People's Assembly (SOPA) is a membership organisation which exists to give a strong voice to Scotland's older people and to celebrate their contribution to society.

Age Scotland and SOPA are writing to you to ask that you establish the role of an Older People's Champion within West Dunbartonshire Council and appoint a councillor to this post.

Older People's Champions are councillors who act as a link between the council and older people in the local area. Their responsibilities include ensuring older people's perspectives are understood in every policy area, feeding back on older people's concerns to the council, leading on council campaigns around older people's issues and helping to communicate council policy to older people and the wider community. As the role is apolitical with a focus on representing the views of local older people, any councillor can take up post. There are no budgetary implications attached to the role.

Age Scotland and SOPA's vision is for a network of Older People's Champions with representation from every council in Scotland. It would be a forum for older people's issues at local and national level, and a space where councillors could work together on shared challenges and collectively influence change.

SOPA has previously written to every local authority about the role and several, including Scottish Borders, Dumfries and Galloway and Dundee City, already have Champions in post.

COVID-19 has had a particularly stark effect on Scotland's older people. We believe this has only strengthened the need for Older People's Champions, who will be vital in representing the views of older people to colleagues and decision-makers and keeping communities connected during these difficult times.



Age Scotland can provide support to Older People's Champions, including information on issues affecting older people, a regular round-up of our work, and access to briefings and research publications. The Older People's Champions already in post have joined SOPA, which provides a space for them to network and share best practice to benefit older people.

In an effort to support you in establishing the role, we have included a role descriptor. You may wish to adapt this to suit your own area's unique requirements.

If West Dunbartonshire Council already has a Champion or a representative doing a similar role, please let us know and feel free to pass on our details so they can get in touch with us.

We would be very happy to meet with you to discuss our campaign and look forward to your response.

Yours sincerely,



**Brian Sloan**  
**Chief Executive**  
**Age Scotland**



**Diana Findley**  
**Chair**  
**SOPA**

<b>AssessmentNo</b>	351	<b>Owner</b>	rrea
<b>Resource</b>	Transformation		<b>Service/Establishment</b> CCCF
	First Name	Surname	<b>Job title</b>
<b>Head Officer</b>	Ricardo	Rea	Performance and Strategy Officer
	(include job titles/organisation)		
<b>Members</b>	Ricardo Rea, Amanda Graham		
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>		
<b>Policy Title</b>	Older Peoples' Champion Proposal		
	<b>The aim, objective, purpose and intended outcome of policy</b>		
	To consider the best way that the Council can bring a focus to equality for older people (defined for the purposes of policy by the Scottish Government as people of 50 and older) by examining the options of: - Introduce no Older Persons Champion Role, and emphasis the range of work underway and planned - Introduce an Equalities Champion Role that covers older people and other protected characteristics - Introduce an Older Persons Champion Role, and consider other Champions Roles; Having a champion for only one group would raise the question of having others		
	<b>Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.</b>		
	Discussion at PAMG contributed to the impact assessment to this proposal, Performance and Strategy Officer, discussion and research.		
<b>Does the proposals involve the procurement of any goods or services?</b>		<b>No</b>	
<b>If yes please confirm that you have contacted our procurement services to discuss your requirements.</b>		<b>No</b>	
<b>SCREENING</b>			
<i>You must indicate if there is any relevance to the four areas</i>			
<b>Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)</b>		<b>Yes</b>	
<b>Relevance to Human Rights (HR)</b>		<b>Yes</b>	
<b>Relevance to Health Impacts (H)</b>		<b>Yes</b>	
<b>Relevance to Social Economic Impacts (SE)</b>		<b>Yes</b>	
<b>Who will be affected by this policy?</b>			
Older people from all protected groups, people in West Dunbartonshire generally			
<b>Who will be/has been involved in the consultation process?</b>			
Other Councils were contacted to compare their approaches and what impacts could be discerned. The greatest commonality was that raising the awareness of equality and diversity issues was the most beneficial effect, however this was done through either a combined or spate champions/spokes people.			
<b>Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.</b>			
	<b>Needs</b>	<b>Evidence</b>	<b>Impact</b>
<b>Age</b>	Older people have a	Inter generational	Positive,

	broad variety of needs that sometimes, are stereotyped as being narrower because of age	work can benefit people of all ages, e.g. in tackling isolation a recognised issue for some older and younger people	opportunities to emphasis inter-sectionality of issues. Especially given effects of Pandemic at each end of the age spectrum
<b>Cross Cutting</b>	The Council has a duty to foster good relations, and social cohesion is a priority given the effects of the pandemic	Evidence shows that historically disadvantaged groups, for example women, severely disabled people, and people from Black Minority Ethnic background are likely to be disproportionately further impacted by the pandemic. These characteristics cross cut with age.	Positive opportunity to bring public focus to equality issues in an integrated way at a time of change
<b>Disability</b>	Isolation and digital inclusion are concerns as well as health	Much existing disadvantage worsened by COVID. Issue cross cut with age both for younger and older disabled people	Positive, opportunities to emphasis inter-sectionality of issues. Especially given effects of Pandemic
<b>Social &amp; Economic Impact</b>	Need to look at these impacts in light of how they cross cut with equality groups	Those income deprived likely more heavily effected by COVID; e.g. women, younger people, BME groups, disabled people	Positive, bringing focus to uneven impact of COVID helps economically helps understand of issues
<b>Sex</b>	Need for a gendered approach to policy making and implementation	Women: much existing disadvantage worsened by COVID. Domestic abuse has increased during the pandemic. Increased burden of child care and schooling on women during the pandemic	Positive, opportunities to emphasis inter-sectionality of issues. Especially given effects of Pandemic on women
<b>Gender Reassign</b>	Cross cuts with Sexual Orientation and sex	Cross cuts with Sexual Orientation and sex	Positive, opportunities to emphasis inter-sectionality of issues.

<b>Health</b>	Health and equalities issues run in parallel	Mental health is high on the agenda, physical health less so	Positive, opportunity to tie issues together in cohesive fashion
<b>Human Rights</b>	Human rights and equalities issue run in parallel	Public understanding of human rights is patchy	Positive, opportunity to tie issues together in cohesive fashion
<b>Marriage &amp; Civil Partnership</b>	This areas cross cuts with concerns under 'sex'	This areas cross cuts with concerns under 'sex'	Positive, opportunities to emphasis inter-sectionality of issues.
<b>Pregnancy &amp; Maternity</b>	Cross cuts with sex	90% of single parents are women. Single parents are more likely to be in poverty	Positive, opportunities to emphasis inter-sectionality of issues.
<b>Race</b>	Health has been much to the fore during COVID, but other inequalities have also worsened.	BME Groups: Much existing disadvantage worsened by COVID. There is often an assumption, without study of evidence that older BME people are necessarily more included in family life in a positive way than older white people.	Positive, opportunities to emphasis inter-sectionality of issues. Especially given effects of Pandemic
<b>Religion and Belief</b>	There are some cross cutting issues with 'race'	90% of those who identify as Pakistani for example are also Muslim; BME groups more likely to be in poverty	Positive, opportunities to emphasis inter-sectionality of issues.
<b>Sexual Orientation</b>	Bringing equalities together gives an opportunity to remind people that existing inequalities are still with us	The Council has worked to highlight the need for LGB equality and we would like to maintain momentum	Positive, opportunities to emphasis inter-sectionality of issues.
<b>Actions</b>			
<b>Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.</b>			
<b>Will the impact of the policy be monitored and reported on an ongoing bases?</b>			
West Dunbartonshire already has an appropriate structures in place; The Council's Equality and Diversity Working that will help us assess impact, and provide support to the			

<p>champion. The West Dunbartonshire Equality Forum, which contains community groups and community planning partners also provides a strong base for supporting work to bring focus to equality issues.</p>
<p><b>Q7 What is your recommendation for this policy?</b></p>
<p><b>Please provide a meaningful summary of how you have reached the recommendation</b></p>
<p>Examination of the options suggests that the optimal route to add the most value is to introduce an Equalities Champion Role that covers older people and other protected characteristics. This recognises the inter relatedness of elements such as age, disability, sex, ethnicity and the other protected characteristics. It recommend approach is in line with the Council general approach to equality, and is well comes at a time were there is momentum around challenging discrimination, advancing equality and strengthening social cohesion.</p>