

Glasgow City Region

Interim Performance Report

Report for the period:

17th February 2021 – 29th March 2021

Table 1: City Deal Infrastructure Fund Programme Key Performance Indicators

	Latest Data	Previous Period
Total number of Projects	21	21
Programme Status Overview (for the 21 Main Projects)	As at 10/03/21	As at 12/02/21
Projects Red Status (% total)	0 / 21 (0%)	0 / 21 (0%)
Projects Amber Status (% total)	15 / 21 (71%)	15 / 21 (71%)
Projects Green Status (% total)	5 / 21 (24%)	5 / 21 (24%)
Projects Complete (% total)	1 / 21 (5%)	1 / 21 (5%)
Programme Timeline: Key milestones completed to date	As at 10/03/21	As at 12/02/21
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%)
FBC Sub-Projects Progress	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%)
Programme Finance: Grant Draw Down, Approvals, Spend to Date	As at Q3 2020/21	As at Q2 2020/21
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%)
Programme Scope: Direct Project Outputs Delivered to Date	As at 16/03/21	As at Q3 2020/21
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
Programme Benefits: Follow-On & Community Benefits Realised	As at 16/03/21	As at Q3 2020/21
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
Programme Economic Outcomes (based on approved OBCs)	As at 16/03/21 (21 OBCs)	As at Q3 2020/21 (21 OBCs)
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
Programme Risks	As at 10/03/21	As at 15/02/21
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
Programme Issues	As at 10/03/21	As at 15/02/21
No. of issues in period	3	3
New issues in period	0	0
Programme Change	As at 10/03/21	As at 15/02/21
Change Control Requests (CCR) submitted for City Projects in period	0	0
Approved CCRs/Restatements to date across City Deal Programme	129	129
Annual Impl. Plan Actions Completed (inc. Superseded) To Date	49 / 119 (42%)	42 / 119 (35%)

1. PURPOSE

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

- The City Region Portfolio Groups as at 29th March; and
- the City Deal Programme delivery as at 16th 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:

City Region Portfolios
<ul style="list-style-type: none">○ 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○ The announcements by LumiraDx, the BBC and UK Government departments of over 1,000 high-value jobs relocating/being created within the City Region○ Work is ongoing across portfolio groups to update workplans with the Tourism and Skills & Employment Portfolio Groups having completed their workplans up until March 2022.
City Deal Programme
<ul style="list-style-type: none">○ The City Region has been awarded £65m of City Deal accelerated funds to cover spend incurred to end 2020/21○ RRRF funds have also been awarded to support City Deal projects including Metro, AMIDS and Ravenscraig

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 4th April setting out the next steps.

4.2 Enterprise Portfolio

- 4.2.1 The Enterprise Portfolio Group met on 19th 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 9th 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 29th 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 16th 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 19th 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 25th 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 24th 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 3rd 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 25th 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 QEUI and Adjacencies sub-project consists of QEUI 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 1st December 2020. Following completion of the tendering and evaluation process, the Full Business Case was submitted to PMO on 15th January for review and this was presented **and approved at** RC Leadership Board on 24th February and City Deal CEG on 25th 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** 26th 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 10th 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 25th 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 rd 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	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	End of construction
INFRASTRUCTURE PROGRAMME											
East Dunbartonshire Council in partnership with Strathclyde Partnership for Transport and Glasgow City Council											
1. Place and Growth Programme		C	F	n/a	F	G	G	F	F	Jul 2023	Dec 2025
	Bishopbriggs Relief Road/Westerhill Masterplan - BRR5/ Westerhill		F	n/a	F	G	G	F	F	TBC	
	A803 Sustainable Travel Corridor		F	n/a	F	G	G	F	F	TBC	
	Bishopbriggs Town Centre Regeneration – Public Realm/ Business Incubation Space		F	n/a	F	G	G	F	F	TBC	
East Renfrewshire Council											
2. M77 Strategic Corridor		C	C	n/a	F	A	A	A	A	various	various
	Levern Works			C	C	C	C	C	G	18/08/2015	Aug 2016
	Business Boost			C	C	C	A	C	A	30/11/2017	Mar 2019
	Aurs Road Realignment			C	F	G	G	G	G	25/11/2021	Mar 2023
	Balgraystone Road			C	C	C	C	A	G	28/03/2019	Apr 2020
	New Railway Station and allied works			F	F	G	G	A	G	Sep 2023	Jan 2025
	Levern Valley Link			F	F	A	A	G	G	Sep 2024	Nov 2025
	Dams to Darnley Visitor Facilities			F	F	A	G	A	G	Dec 2022	Apr 2024
Glasgow City Council											
3. Canal and North Gateway		C	C	C	F	A	A	A	A	various	various
	FBC1: Sighthill: Remediation (Contract 1)				C	C	C	C	C	15/12/2015	Nov 2017
	FBC 2: Sighthill Remediation (Contract 2)				C	A	A	A	A	18/10/2016	Jan 2020
	FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill				C	C	C	A	A	29/03/2018	Jul 2019
	FBC4: NGIWMS				C	A	A	A	A	29/03/2018	Jun 2019
	NGIWMS: Cowlairs Link				F	A	A	A	A	20/05/2021	May 2022
	FBC 5: North Canal Bank Street / Landscape Link				C	A	A	A	A	29/05/2019	Apr 2020
	FBC 7: Sighthill M8 Pedestrian Bridge				C	A	A	A	A	30/01/2020	Sep 2021
	FBC 6: Speirs Lock: Garscube Toll & Links				C	A	A	A	A	28/11/2019	Jul 2020
	Port Dundas: Dobbies Loan				F	F	F	F	F	Aug 2022	Aug 2023
	Port Dundas: Pinkston Access and Remediation				F	F	F	F	F	Aug 2022	Aug 2023
	Cowlairs: Remediation & Servicing				F	F	F	F	F	Aug 2022	Aug 2023
	4. Collegelands Calton Barras					C	C	C	F	A	A

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										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										various	various
	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										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 ⁱ

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported ⁱⁱ	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	<i>Discussions are ongoing at meetings of the Procurement Support Group.</i> 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 ⁱⁱ	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. Opportunities are being added to the Zoom Prospector platform.	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. £650k of Regional Renewal Revenue Funds awarded by Scottish Government to City Region including £160k for Metro project support.	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. £65m of accelerated City Deal funding has been awarded to City Region for spend to end March 2021. funding will mitigate existing borrowing costs.	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 ⁱⁱ	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. The Assurance Framework and Programme Business Case have been updated in Dec 2020 and Feb 2021 respectively. The Programme Management Toolkit was approved in March 2020 with changes in monitoring and reporting implemented for Q1 2020/21. The City Region Programme Management Office report to CEG and Cabinet (i.e. the Quarterly Performance Report and the Interim Performance Report) now include updates on the progress with the Annual Implementation Plan (AIP).	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	<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>	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		<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>	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		<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>	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 <i>been approved in June 2021</i>	Future	11/03/2021
CD	7.0	Com. Benefits	Implement changes to reflect refreshed Buyers' and Suppliers' Guidance	Mar-21		<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>	Red	11/03/2021
CD	8.0	Com. Benefits	Cenefits Contract Management & Procurement Review	Apr-21		<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>	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		<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>	Red	11/03/2021
CD	11.0	Com. Benefits	Implement findings of the Cenefits Review 2 Report of Pilot.	Jul-20		<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>	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. <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>	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		<i>The updated Dependencies Register was included within the new Regional Performance Report presented at the Regional Partnership on 25 Feb.</i>	Green	09/03/2021

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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	May-21	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 payments made in March 2021.	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. 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.	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 disbursed in March 2021.	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. Meetings scheduled with MAs for March 2021.	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. Budget and recharges to be submitted to CEG and Cabinet in March/April 2021.	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

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CD	35.0	Finance	Collating information on contingency and optimism bias for inclusion is PBC 2020	Nov-20		Included within Draft PBC 2020	Complete	09/03/2021
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 rd 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 st 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	Green	16/03/2021
CD	43.0	Audit	2 nd 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 rd assurance audit report from 2020/21 – Grant Claim Eligibility Phase 2	Feb-21	Jun-21	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	Green	16/03/2021
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.	Green	08/03/2021
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.	Green	08/03/2021
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.	Green	08/03/2021
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		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.	Green	08/03/2021
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.	Green	08/03/2021

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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		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.	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		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.	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 approved by CEG January 2021 and Feb Cabinet.	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. Will be addressed once PBC updates approved by April Cabinet.	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 approved by DREG and CWRR submitted and approved at 25.02.21 CEG. BC to be submitted for 22/4 April are: GCC MGSDP - Eastern Springburn SWMP FBC SLC - Larkhall CGA- Glengowan Primary School Extension FBC	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

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			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. Revisions to the iRSS have been requested by SG for June 2021	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'. The Clyde Climate Forest presented to Cabinet in February 2021 with an anticipated launch date of June 2021.	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. The submission of a bid to the SG's Bus Partnership Fund will be submitted to Cabinet in April 2021.	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. The 2021 meeting is due to take place in Autumn 2021.	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. The lessons learned and nexts steps were reported to the Portoflio Group on 19 March 2021.	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. Discussions will take place at the I&A	Green	11/02/2021

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						Portfolio Group to identify actions that will accelerate the roll-out of digital connectivity infrastructure.		
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. 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.	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		Action being taken forward in Portfolio Work Plan 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		Action carried forward in Portfolio Work Plan 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		No Progress in period; reassess ongoing objective; pos re-assign 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		Delivery Plan for 2021/22 updated to take account of COVID on actions 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		No action in Period. Action re-assessed in Portfolio Workplans 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 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. This includes circumstances where there is no remedial action or effective mitigation and there: <ul style="list-style-type: none"> • is a project with a contract of significant value that has failed to secure any contractual community benefits or the community benefits secured are not delivered and there is no opportunity to remedy this; • is a significant reduction, substantive change, or no progress in delivery of the direct project outputs (enabling infrastructure) which will have a negative impact on the economic benefits to be delivered by the project by 2035; • is completion of the enabling works (direct outputs) but the development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all; • 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 in order to develop the project's opportunity sites; and • 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 from the project than estimated in the business case or latest approved change control.
	AMBER	Below/behind targeted benefit realisation but 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. This includes circumstances where a recovery plan is in place and there: <ul style="list-style-type: none"> • is a project with a contract of significant value that has failed to secure any contractual community benefits or the community benefits secured are not delivered and there is an opportunity to remedy this; • is a project with a contract of significant value that has secured a lower level of contractual community benefit than set out in the City Deal guidance, however there is an explanation, mitigation or remedy available; • is a minor reduction in the amount or minor change to the direct outputs (enabling infrastructure) that has no material impact on securing the projected private sector investment or delivering the economic benefits of the project; • is a significant reduction, substantive change, or no progress in delivery of the direct project outputs (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; • is completion of the project's enabling works (direct outputs) but the development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all. However a recovery plan is in place to accelerate the development of the opportunity sites to realise the estimated benefits; • 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 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; • are minor delays to the delivery of, or non-substantive reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered, that will have no material impact on the realisation of benefits stated in the latest business case or approved changed control;

		<ul style="list-style-type: none">• are delays to the delivery of, or a significant reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered, However a recovery plan is in place that will realise the benefits as stated in the latest business case or approved changed control; and• is a change in the type of floorspace outputs delivered through follow on private sector investment, due to a change in market demand or other factors which indicates that it will subsequently deliver a lower level of economic benefit. However there is a recovery plan in place that will realise the benefits estimated in the business case or latest approved change control. Projects will also move to Amber pending the approval of any change control request in relation to: <ul style="list-style-type: none">• direct project outputs;• estimated private sector investment to be delivered by the project;• follow on investment and floorspace outcomes; and• the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control.
	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">• community benefits;• direct project outputs;• estimated private sector investment to be delivered by the project;• follow on investment and floorspace outcomes; and• the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control. <p>A project considered as Green will expect to be able to demonstrate that:</p> <ul style="list-style-type: none">• for all project contracts awarded, community benefits have been secured in line with the value and expectations of the City Deal Community Benefit guidance;• the direct project outputs are being delivered to the timescale and scope as stated in the business case or latest change control;• upon completion of the enabling works (direct outputs), that the development of the opportunity sites for the project are being delivered to the scope and timescale, as estimated in the business case or latest change control;• a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered in order to develop the project's opportunity sites; and• 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.
	COMPLETE	<p>A project will only be complete for benefits realisation when it has evidenced that all of the benefits – 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.

