

Agenda



West Dunbartonshire Council

Date: Wednesday, 23 June 2021

Time: 14:00

Format: Video Conference

Contact: Christine McCaffary, Senior Democratic Services Officer
Email: christine.mccaffary@west-dunbarton.gov.uk

Dear Member

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

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

The business is shown on the attached agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

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

Councillor Douglas McAllister
Councillor David McBride
Councillor Jonathan McColl
Councillor Iain McLaren
Councillor Marie McNair
Councillor John Millar
Councillor John Mooney
Councillor Lawrence O'Neill
Councillor Sally Page
Councillor Martin Rooney
Councillor Brian Walker

Chief Executive
Chief Officers

Date of issue: 10 June 2021

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WEST DUNBARTONSHIRE COUNCIL

WEDNESDAY, 23 JUNE 2021

AGENDA

1 STATEMENT BY CHAIR

2 APOLOGIES

3 DECLARATIONS OF INTEREST

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

4 RECORDING OF VOTES

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

5 MINUTES OF PREVIOUS MEETING 7 - 16

Submit for approval the Minutes of Meeting of West Dunbartonshire Council held on 26 May 2021.

6 MINUTES OF AUDIT COMMITTEE 17 - 20

Submit for information, and where necessary ratification, the Minutes of Meeting of the Audit Committee held on 10 March 2021.

**7 GLASGOW CITY REGION CITY DEAL UPDATE AND 21 - 254
CABINET PRESENTATION**

Submit report by the Chief Officer – Regulatory and Regeneration providing an update on the Glasgow City Region City Deal. A presentation on the above will be given by Paul Kilby, Glasgow City Council.

8 OPEN FORUM

The Council is asked to note that no open forum questions have been submitted by members of the public.

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|-----------|--|------------------|
| 9 | DRAFT FINANCIAL STATEMENTS | To Follow |
| | Submit report by the Chief Officer – Resources on the above. | |
| 10 | COVID-19 UPDATE | To Follow |
| | Submit report by the Chief Executive on the above. | |
| 11 | LEAMY FOUNDATION | To Follow |
| | Submit report by the Chief Education Officer on the above. | |
| 12 | DELIVERY OF SERVICES DURING PUBLIC HEALTH EMERGENCY | To Follow |
| | Submit report by the Chief Officer – Citizens, Culture and Facilities on the above. | |
| 13 | VOLUNTARY GRANTS – USE OF 2021/21 UNDERSPEND | 255 - 258 |
| | Submit report by the Chief Officer – Resources providing an update of the planned approach to distributing unspent voluntary sector grants following a decision of Corporate Services Committee on 19 May 2021 | |
| 14 | COMMITTEE TIMETABLE – OCTOBER 2021 TO JUNE 2022 | 259 - 262 |
| | Submit report by the Chief Officer – Regulatory and Regeneration seeking approval of a committee timetable from October 2021 to June 2022. | |
| 15 | NOTICE OF MOTIONS | |
| | (a) Motion by Councillor Jim Bollan – Free Let of Renton Primary School | |
| | Council agrees to provide a free let on one evening per week, Wednesday, to the AA organisation, of Renton Primary School for the purposes of their meetings. | |
| | Suitable times to be arranged with the organisation. | |
| | No other suitable accommodation is available in the Village. | |
| | Education has been unable to agree to the request which was first raised on 19 April 2021, hence the request is being put to WDC for decision. | |

(b) Motion by Councillor John Mooney – Deprivation and Funding for Education

The Scottish Index of Multiple Deprivation is the Scottish Government's standard approach to identify areas of multiple deprivation in Scotland.

It can help improve understanding about the outcomes and circumstances of people living in the most deprived areas in Scotland.

It can also allow effective targeting of policies and funding where the aim is to wholly or partly tackle or take account of area concentrations of multiple deprivation.

Council acknowledges that the pandemic has affected deprived areas such as West Dunbartonshire more severely, including access to education.

For example, Clydebank Central is the sixth most deprived ward in Scotland according to SIMD.

Therefore, Council agrees that any further funding for education to compensate for the effects of the pandemic should be allocated to local authorities according to SIMD, and asks the Chief Executive to write to the Education and Finance Cabinet Secretaries to this effect.

(c) Motion by Councillor Karen Conaghan – Tackling Racist and Sectarian Behaviour

Scotland is an increasingly diverse and multi-cultural society where all of its peoples should expect to be treated with equal respect whatever their background, ethnicity, heritage and beliefs.

Sadly anti-Catholic and anti-Irish discrimination appears to be an area which is not being adequately called out or tackled. Sectarianism is a blight on our society and the time is long overdue to tackle this.

Accordingly this Council condemns all such hateful attacks whether verbal or physical, whether against people or property.

Council asks that a report be brought to the next meeting of Council on what education we offer within our schools on this issue, and on what policies and procedures we have for our staff to protect them and our citizens from sectarian behaviour. A report around the issues surrounding all marches is also requested, with particular regard to their routing.

Council calls upon Councillor McColl, Leader of the Council together with Councillor Rooney, Leader of the Opposition to write to the First Minister, Nicola Sturgeon and the Cabinet Secretary for Justice, Keith Brown, asking them to address this issue at a national level within the Scottish Parliament urgently.

Furthermore this Council calls upon the Council Leader to write to the Leaders of the other 31 Local Authorities in Scotland making them aware of this motion, and asking them to also request the Scottish Parliament addresses directly the issue of anti-Catholic and anti-Irish discrimination.

(d) Motion by Councillor David McBride – Local Government Pay Claim

Council endorses the views expressed by COSLA in relation to the SJC pay claim and notes:

1. The extraordinary lengths local government staff have gone to in order to maintain services and support individuals and communities over the course of the pandemic and expresses our appreciation of their continuing efforts;
2. The erosion of pay levels within local government over the past 13 years;
3. Our disappointment that the Cabinet Secretary for Finance twice declined the formal request to meet with COSLA Leaders to discuss funding of an enhanced pay offer to local government staff;
4. That based on the current local government settlement, councils across Scotland have indicated that an enhanced pay offer is unaffordable and would lead to cuts in services and jobs;
5. The concerns raised by the SJC local government trade unions, their rejection of the current pay offer and the urgency of a meeting with Scottish Government to discuss the funding of an enhanced offer.

Council resolves:

6. To write to the Scottish Government supporting COSLA's request for additional baselined funding from Scottish Government to match the 4% offer to health staff (£168m) and non-recurring funding to make a £500 recognition payment to local government staff who have not received such a payment (£84m).

(e) Motion by Councillor Sally Page – Development of West Riverside Balloch (Flamingo Land)

This Council agrees that when and if a full planning application is lodged for the development of West Riverside, Balloch (Flamingo Land) the requisite time and resources will be committed to submit a full response from West Dunbartonshire Council as a statutory consultee; to include an assessment of the project against the Council's climate change aspirations, and to ensure that any concerns are communicated to the relevant planning authority (Loch Lomond and the Trossachs National Park), and that a debate on the application will be scheduled at a Full Council meeting to enable all elected members to give proper consideration.

WEST DUNBARTONSHIRE COUNCIL

At a Meeting of West Dunbartonshire Council held by video conference on Wednesday, 26 May 2021 at 10.07 a.m.

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

Attending: Joyce White, Chief Executive; Peter Hesselst, Chief Officer – Regulatory and Regeneration (Legal Officer); Angela Wilson, Chief Officer – Supply, Distribution & Property; Beth Culshaw, Chief Officer, Health & Social Care Partnership; Stephen West, Chief Officer – Resources; Victoria Rogers, Chief Officer – People & Technology; Peter Barry, Chief Officer – Housing & Employability; Gail MacFarlane, Chief Officer – Roads and Neighbourhood; Malcolm Bennie, Chief Officer – Citizen, Culture & Facilities; Laura Mason, Chief Education Officer; George Hawthorn, Manager – Democratic & Registration Services and Christine McCaffary, Senior Democratic Services Officer.

Provost William Hendrie in the Chair

STATEMENT BY CHAIR

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

DECLARATIONS OF INTEREST

Councillor Bollan declared an interest in Item 13(a) – Leamy Foundation, being a member of the Leamy Foundation and advised that he would leave the meeting and take no part in the discussion on the item.

RECORDING OF VOTES

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

MINUTES OF PREVIOUS MEETINGS

The Minutes of Meetings of West Dunbartonshire Council held on (a) 24 February 2021 (Special), (b) 21 February 2021 (Ordinary), (c) 3 March 2021 (Ordinary), and (d) 22 March 2021 (Ordinary) were submitted and approved as correct records.

MINUTES OF AUDIT COMMITTEE

The Minutes of Meeting of the Audit Committee held on 18 November 2020 were submitted and approved as a correct record.

OPEN FORUM

The Provost advised that the undernoted Open Forum questions had been received from Mrs Susan Dick and Mr Graham Parton. He then invited Mrs Dick to put her question to Council:-

Mrs Susan Dick – Land owned by Susan Dick

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

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

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

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

Timescales should also be included in the answer.

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

Councillor McLaren provided the following response:-

I understand the frustration Mrs Dick is experiencing in trying to continue with her pony therapy business with the uncertainty around the Exxon project and the requirement for the use of her land.

I can confirm that by the 31st May 2021 (this Monday coming) Mrs Dick's agent will receive confirmation of the valuation that has been obtained for the area of ground to endeavour to come to an amicable arrangement to suit both parties.

To try and bring matters to a close this will be a time limited offer in relation to the proposed purchase and future negotiations will be carried out via the Council's agents and Mrs Dick's agents.

Regarding alternative sites, over the past few years a number of sites have been discussed with Mrs Dick none of which has been deemed suitable by Mrs Dick due to the requirements for her business.

A more recent site visit took place to an area of ground known as "Sheepfold" to see if a transfer of that land would be suitable. However, due to the nature of the wider development works this site will not be available until 2026.

Mrs Dick has advised that she would be looking for occupancy of any land earlier than this timeframe, so therefore this is no longer a suitable option.

West Dunbartonshire Council is happy to have further discussions via Mrs Dick's agents. Mrs Dick has also requested a further Site Investigation of this area but as the timeframe mentioned is not suitable this has not been discussed further or instructed.

In addition, another piece of land which is commercially sensitive and cannot be mentioned in this forum has been valued and will be also be discussed with Mrs Dick's agents. There has been a delay in this due to COVID19 restrictions in line with Scottish Government guidelines.

Finally Provost, the Corporate Asset Management team is happy to work with Mrs Dick to find an additional piece of council-owned land to accommodate the graves referred to in line with Government guidelines for fallen stock which would have to be adhered to.

Mrs Dick then asked the following supplementary question:-

Is the piece of land you are referring to the land I have already identified?

Councillor McLaren restated that Mrs Dick's agents would receive the details of the land on 31 May 2021.

The Provost then invited Mr Parton to put his question to Council:-

Graham Parton – Land at Milton as part of Exxon Deal

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

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

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

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

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

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

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

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

Councillor McLaren provided the following response:-

Provost, I'd like to thank Mrs Dick and Mr Parton myself, and on behalf of our Corporate Asset Management, team for accommodating the Council's requests over the past two years. I'd also like to thank the officer in question for using her personal time to meet with Mr Parton on more than one occasion, and to walk around his various sites and meet his ponies.

Access to the site was granted by Mr Parton over a number of occasions, with permission, and details of these reports form part of the wider Exxon project and have been required for planning applications.

Provost, I do understand that following subsequent enquiries our Roads section has confirmed that whilst carrying out works to the National Cycle Network 7 in March/April this year their contractor did enter the site. I believe

Mr Parton has confirmed on behalf of Mrs Dick that their preferred option would be compensation or insurance as opposed to the offer of repair, and an insurance form has been sent to allow this to proceed. I'd like to offer my apologies that this.

Our Roads section have confirmed that this is the only time unauthorised access has taken place on Mrs Dick's land and they fully admit this was an error and are working with them in relation to the insurance claim. If there are additional incidents Mr Parton wishes to highlight to our Asset Co-ordinator, or the Exxon Project Manager, then a meeting can be arranged to discuss further.

With the Provost's agreement, Mrs Dick asked the following supplementary question on behalf of Mr Parton:-

Should compensation be offered at this stage rather than the gamble of an insurance claim?

Councillor McLaren replied that the offer is to make good the damage caused or the submission of an insurance claim.

The Legal Officer then advised Mrs Dick and Mr Parton that they would receive a copy of the responses in writing within 7 days of the meeting, and they both then left the meeting.

GLASGOW CITY REGION CITY DEAL - UPDATE

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

After discussion and having heard officers in answer to Members' questions, the Council agreed:-

- (1) to note the progress of the Glasgow City Region (GCR);
- (2) to note progress of the Council's City Deal project for the Exxon site; and
- (3) that detail of what was presented to the GCR Cabinet at its meeting on 6 April would be presented to Council at its meeting on 23 June 2021.

Note:- Councillor Millar joined the meeting during consideration of the this item.

COVID-19 UPDATE

A report was submitted by the Chief Executive providing an update in relation to COVID-19 in West Dunbartonshire since the previous update report to Council in February 2021.

Following discussion and having heard officers in answer to Members' questions, the Council:-

- (1) to note the information provided on COVID-19 in West Dunbartonshire since the February update report;
- (2) to note the information provided in relation to the additional support and advice that the Council is providing to communities and businesses across West Dunbartonshire to help alleviate the impact of COVID-19;
- (3) to note the planned expenditure on education recovery during 2021/22 and the extended Summer Holiday Programme for 2021 as detailed in paragraph 4.3.3 of the report;
- (4) to agree the extension of contracts for the COVID-19 school cleaners as detailed in paragraph 4.3.4 of the report;
- (5) to agree the planned use of the further Tier 4 Support funding from Scottish Government as detailed in paragraph 4.3.10 of the report; and
- (6) to agree the planned use of the further Scottish Government funding to support those at financial risk as detailed in paragraph 4.3.10 of the report.

Note:- Councillor Douglas McAllister joined the meeting during consideration of this item.

RESPONSE TO MOTION TO COUNCIL – 3 MARCH 2021 KILPATRICK HILLS

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

After discussion and having heard the Chief Officer in answer to Members' questions, the Council agreed:-

- (1) to note the engagement activity that has taken place to date;
- (2) to note the measures that have been put in place and detailed in section 4.4 (paras i to viii) of the report; and
- (3) that a report be brought to a future meeting of Council, possibly in November 2021, providing detail on how the measures have worked over the summer months.

Note:- Councillor Douglas McAllister left the meeting at this point

USE AND PAYMENT OF CASUAL WORKERS

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

After discussion and having heard the Chief Officer in answer to Members' questions, the Council agreed to note the contents of the report.

OLDER PEOPLE'S CHAMPION

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

The Council agreed:-

- (1) to note the contents of the report; and
- (2) to appoint Councillor Diane Docherty as the Equalities Champion representing all disadvantaged groups and incorporating the remit of the Older People's Champion.

NOTICE OF MOTIONS

Councillor Bollan left the meeting at this point, having declared an interest in this item earlier in the meeting.

(a) Motion by Councillor Jim Bollan – Leamy Foundation

On behalf of Councillor Bollan, Councillor O'Neill moved:-

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

Following discussion, Councillor McColl asked if Councillor O'Neill would accept the following addendum to his motion:-

A report will be brought to June Council with details of the work that Leamy does with the Council, how that work is funded, and what benefits our schools and our citizens could gain from forming a strategic partnership with the Leamy Foundation.

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

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

Councillor Lennie moved:-

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

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

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

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

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

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

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

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

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

The Council agreed the motion.

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

Councillor McBride moved:-

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

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

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

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

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

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

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

As an amendment, Councillor McColl moved:-

This Council acknowledges the challenges faced by all our staff in delivering effective services to residents during the public health emergency, and again takes this opportunity to thank them for their efforts over the past year.

The Administration recognises the difficulties coronavirus and other pressures have caused for our staff in being able to deliver services and the impact that

this has had on some tenants and residents. We have been taking a proactive approach with Conveners and the Leader of the Council liaising closely with our management team to ensure that where improvement is needed, positive action is being taken.

A briefing obtained by the Administration on Occupational Therapy waiting times for low priority cases indicates that for the less complex but more common cases, that are assigned to an Occupational Therapy Assistant, the current waiting time is up to 9 months. For more complex but less common cases (such as those requiring therapeutic rehabilitation and major adaptations), that are assigned to an Occupational Therapist, the waiting list is up to 8 months. Council agrees that this is a significant wait for vulnerable people in need.

Council notes that the situation is being monitored and performance managed through the HSCP IJB and that waiting times will be highlighted in the next iteration of the Recovery and Renewal Plan to be presented to the HSCP IJB in June, alongside proposals to address the delays.

Council notes that unlike Council committees, Councillors do not receive papers from the HSCP IJB as a matter of course. Council therefore asks that officers send a briefing to all elected members with an up-to-date summary of the situation after the June IJB has considered officers' proposals and agreed a way forward. The briefing should include the latest available waiting time estimates and the action plan being implemented to address the problem.

All of the other issues raised have already been presented to the relevant committees and action plans agreed by Councillors. Performance monitoring information will come back to members in the mid-year delivery plan updates.

Residents are well aware of the challenges that have been faced by our staff and most are understanding, appreciative and complimentary of the efforts made by frontline staff to provide services to them in difficult circumstances. Where we fall short of expectations, West Dunbartonshire Council's staff will always act to rectify the situation as quickly as possible, and Councillors have a key role to play in bringing individual issues raised with us to the attention of the appropriate officers to get a positive outcome for our constituents.

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

The meeting closed at 2.21 p.m.

AUDIT COMMITTEE

At a Meeting of the Audit Committee held by video conferencing on Wednesday, 10 March 2021 at 10.00 a.m.

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

Attending: Joyce White, Chief Executive; Jo Gibson, Head of Community Health & Care Services, West Dunbartonshire Health & Social Care Partnership (HSCP); Victoria Roger, Chief Officer – People & Technology; Stephen West, Chief Officer – Resources; Angela Wilson, Chief Officer – Supply, Distribution & Property; Malcolm Bennie, Chief Officer – Citizen, Culture & Facilities; Andi Priestman, Shared Service Manager – Audit & Fraud; Gillian McNeilly, Finance Manager; Patricia Kerr, ICT Manager; Julie McGrogan, Senior Education Officer and Craig Stewart, Committee Officer.

Also Attending: Richard Smith, Senior Audit Manager, Audit Scotland.

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Audit Committee held on 18 November 2021 were submitted and approved as a correct record.

OPEN FORUM

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

ANNUAL AUDITED ACCOUNTS 2019/2020 – ANNUAL AUDIT REPORT TO MEMBERS AND CONTROLLER OF AUDIT

A report was submitted by the Chief Officer – Resources providing Members with the opportunity to further scrutinise the Audited Annual Accounts 2019/20 and the Annual Audit Report to Members and Controller of Audit covering the Council and the Charities administered by the Council which were previously reported to Council on 25 November 2020.

After discussion and having heard the Finance Manager and relevant officers in further explanation of the report and in answer to Members' questions, the Committee agreed to note the information provided within the Audited Annual Accounts 2019/2020 and Annual Audit Report to Members and Controller of Audit - covering the Council and the Charities administered by the Council - as appended to the report.

TREASURY MANAGEMENT MID-YEAR REPORT 2020/21

A report was submitted by the Chief Officer – Resources providing Members with the opportunity to further scrutinise the Treasury Management Mid-Year report which was previously reported to Council on 16 December 2020.

After discussion and having heard the Finance Manager and the Chief Executive in further explanation of the report and in answer to Members' questions, the Committee agreed to note the terms of the report.

STRATEGIC RISKS 2017-22

A report was submitted by the Chief Officer – People & Technology providing an update on the strategic risks for 2017-22.

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

- (1) to note the strategic risks as detailed at Appendix 1 to the report; and
- (2) to note the supplementary EU Assurance Plans as detailed in Appendices 2 and 3 to the report.

AUDIT SCOTLAND ANNUAL AUDIT PLAN 2020/21

A report was submitted by the Chief Officer – Resources presenting Audit Scotland's Annual Audit Plan for the audit of financial year 2020/21.

After discussion and having heard the Senior Audit Manager, Audit Scotland, and Shared Service Manager – Audit & Fraud in further explanation of the report and in

answer to Members' questions, the Committee agreed to note the contents of the report.

INTERNAL AUDIT PLAN 2020/21 PROGRESS TO 10 FEBRUARY 2021

A report was submitted by the Chief Officer – Resources advising of progress at 10 February 2021 against the Audit Plan for 2020/21.

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

INTERNAL AUDIT PLAN 2021/22

A report was submitted by the Chief Officer – Resources advising of the planned programme of work for the Internal Audit section for the year 2021/22.

After discussion and having heard the Shared Service Manager – Audit & Fraud and the Chief Executive in further explanation of the report and in answer to a Member's question, the Committee agreed to note the contents of the report.

PUBLIC INTEREST DISCLOSURES AND OTHER INTERNAL AUDIT INVESTIGATIONS – 1 JULY TO 31 DECEMBER 2020

A report was submitted by the Chief Officer – Resources advising of the outcome of investigations into allegations and disclosures in line with the public interest disclosure and business irregularities policies received by Internal Audit between 1 July to 31 December 2020.

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

NATIONAL FRAUD INITIATIVE 2020/21

A report was submitted by the Chief Officer – Resources providing an update on the current position with regard to the National Fraud Initiative in Scotland 2020/2021 Exercise.

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

- (1) that further updates would be provided to the Audit Committee as part of the Internal Audit Progress report outlining the Council's progress with the 2020/21 exercise; and

- (2) otherwise to note the contents of the report.

AUDIT SCOTLAND - COVID-19 GUIDE FOR AUDIT AND RISK COMMITTEES

A report was submitted by the Chief Officer – Resources providing an update on sub-group activity in relation to the Audit Scotland COVID-19 Guidance for Audit and Risk Committees.

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

- (1) to note the progress made by the Sub-Group; and
- (2) that an update would be provided to the next meeting of the Audit Committee.

UPDATE OF NON-DOMESTIC RATES MEMBER/OFFICER WORKING GROUP

A report was submitted by the Chief Officer – Resources providing an update on the Member/Officer working group and requesting consideration of issues affecting the Council in relation to Non-Domestic Rates (NDR).

After discussion and having heard the Chief Officer – Resources and the Chief Executive in further explanation of the report, the Committee agreed:-

- (1) the revised membership of the Working Group as detailed within the report;
- (2) the updated remit of the Group as detailed within the report; and
- (3) otherwise to note the contents of the report.

ACCOUNTS COMMISSION REPORT: FINANCIAL OVERVIEW 2019/20

A report was submitted by the Chief Officer – Resources providing information regarding a report recently published by the Accounts Commission.

After discussion and having heard the Chief Officer – Resources, the Committee agreed to note the contents of the report.

The meeting closed at 11.24 a.m.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead for Regeneration

Council: 23 June 2021

Subject: Glasgow City Region City Deal - Update

1. Purpose

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

2. Recommendations

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

3. Background

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

4. Main Issues

- 4.1** The Council is progressing our Exxon Project with progress being made in terms of developing our contractual arrangement through the Scape Framework with our main contractor and ExxonMobil are progressing their works to remediate the site commencing Summer 2021.
- 4.2** A performance report, the GCR implementation plan and two strategies were approved at Cabinet on 1 June 2021, and this forms the main updates contained in this report following a recent May 2021 Council GCR update paper.

5. Glasgow City Region City Deal Update

- 5.1** The GCR Cabinet met on 1 June 2021. A quarterly performance report for the period from Q4- 2020/21 was presented and approved. The report which is attached at Appendix 1 provided updates on the progress of the City Deal Programme, including key performance indicators for the Infrastructure Fund programme, project status reporting, a sustainable procurement update (including community benefits), programme risks and issues, and a Clyde Mission and Economic Intelligence Group update.
- 5.2** The Glasgow City Region, Cabinet met on 1 June 2021 and approved the following projects:

- i) South Lanarkshire Council – Stewartfield Way Transport Capacity Enhancements project - Augmented Strategic Business Case. Following consultation the preferred way forward included the partial dualling of Stewartfield Way at key locations with a range of active travel options, and therefore the Business Case required to be augmented. Approval included an update on the project development and spend of up to £1.206m.
- ii) Inverclyde Council – Outline Business Case (OBC) – The Inchgreen project which regenerate deep water frontage derelict land back into economic use. The total project cost of £9.47m. The OBC sought an additional £0.08m on top of previously approved £0.150m for works towards the Final Business Case.

5.3 The Chief Executives' Group approved a change control request for North Lanarkshire Council on 20 May 2021 related to the Motherwell Town centre Transport Interchange. The change highlighted a four month delay in production of the final business case (FBC) and benefits realisation delayed by 14 months. No changes to overall budget and reason for change identified as being due to delays within current phases of the station works programme being delivered by ScotRail.

5.4 The Cabinet approved a change control request for South Lanarkshire Council (SLC) on 1 June 2021 related to the Greenhills Road, Strathaven Road Corridor Improvements. The project is delayed by three months with completion due at the end of July 2021. The project has also experienced an increase in budget of £3.608m which will be secured from SLC Capital budget (£1.4m), developers contributions (£0.25m), and a virement of £2m from the SLC Newton Community growth Area city deal project.

5.5 Annual Implementation Plan

5.5.1 The GCR Annual Implementation plan (AIP) was a requirement of the City Region Assurance Framework and provides a statement of the intentions and details of planned activity for the coming year. The Plan includes aspects of the Glasgow City Regional Economic Strategy and both are integral to the ambitions plans for inclusive economic growth. The AIP was approved at Cabinet on 1 June 2021 and can be found at Appendix 2.

5.6 Sustainable Procurement Strategy

5.6.1 At the Cabinet meeting on 11 August 2020, it was agreed that the Glasgow City Region Programme Management Office (PMO) should commence the process to develop a Glasgow City Region Sustainable Procurement Strategy.

5.6.2 The Strategy builds upon the progress made during the delivery of the Glasgow City Region City Deal Procurement Strategy (2015), which put in place a shared approach to the procurement of City Deal projects across the Member Authorities (MAs) and the Glasgow City Region City Deal Community Benefits Strategy (2015) which set out a consistent approach to securing and delivering community benefits. Both of these documents expired in 2020.

- 5.6.3** Since August 2020 the Sustainable Procurement Strategy Group (SPSG), chaired by Gary Stewart, Glasgow City Council, and the Procurement Support Group (PSG), chaired by Dorothy Balfour, North Lanarkshire Council, have led in the development of the new Sustainable Procurement Strategy, supported by the PMO. This report describes the scope of the Strategy, how it was developed, and gives an overview of its key objectives.
- 5.6.4** The Sustainable Procurement Strategy will align with the forthcoming Capital Investment Plan for Glasgow City Region which is currently being developed. Together these documents will allow MAs and partners to better plan future procurements, maximise community benefits, and to focus support for local businesses to improve their capability and chance to benefit from public procurement opportunities.
- 5.6.5** The Strategy sets out five key objectives:
- Encouraging Collaboration across Glasgow City Region
 - Supporting Local Businesses to Thrive
 - Creating Opportunities for Employment and Jobs
 - Skills, Training and Fair Work
 - Mitigating the Impact of Climate Change and Reducing Carbon Emissions

The Strategy was approved at Cabinet on 1 June 2021 and can found at Appendix 3.

5.7 Climate Adaptation Strategy

- 5.7.1** The Climate Adaptation strategy has been in development by Climate Ready Clyde (CRC) for some years. The strategy covers the period 2020-2030 and contains 11 strategic interventions that provide a comprehensive programme of action for the Glasgow City Region, as detailed in Part 2.5 of the Strategy contained at Appendix 4 of this report.
- 5.7.2** The Strategy also identifies five placed based priorities, as detailed in Part 2.4 of appended Strategy as follows:
- The River Clyde Corridor
 - New Priority development sites
 - Strategic Economic Investment Locations (SEILs)
 - The Coast
 - Urban and Town Centres
- 5.7.3** Following Cabinet approval of the strategy on 1 June 2021 and an in-principle commitment to support CRC for the next five years in supporting the delivery of the strategy and action plan, the CRC will prepare the strategy and action plan for publication, with a view to launch event on 29 June 2021.

5.8 GCR Annual Audit Plan

- 5.8.1** The GCR Cabinet approved on 1 June 2021 the Audit Scotland plan and funding for the auditing of GCR activity for period 2020/21. The audit proposal can be found at appendix 5.

5.9 Renfrew Bridge Project

- 5.9.1** A briefing was issued on 10 March 2021 which provided members with details on the project. Following May 2021 Council and a number of questions raised by members, officers agreed to arrange a members briefing session where Renfrewshire Council project officers will present the project and respond to members questions. This has been set up provisionally for Thursday 1 July 2021 at 14:00 and invites will be extended.

5.10 Finance Group Update

- 5.10.1** The finance sub-group are due to meet on 15 June 2021. The position remains that the programme currently has a projected underspend of £1m. Due to Covid-19 all projects are still currently under review as project delay may result in cost increases and delays.
- 5.10.2** The approach for use of any City Deal identified underspend will still revert to the Finance sub-group. This is an important process as the Council seeks to secure access to any wider underspend for our Exxon project which is currently seeking an additional £6.153m.

6 West Dunbartonshire Council City Deal Project

- 6.1** The Planning Permission in Principle application for the Exxon project was approved at the Planning Committee on 13 January 2021 and a number of the planning conditions are being progressed with our consultant advisors.
- 6.2** Asset Management continuing to progress, through an amicable agreement, the transfer of the land required to deliver the project works with a number of third party landowners.
- 6.3** There are no further updates following the recent May 2021 Council update.

7 People Implications

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

8 Financial Implications

- 8.1** The expenditure for the City Deal project for 2021/22 is currently £35,207. As at May 2021 the total project Capital expenditure is £2.271m.
- 8.2** The approved budget to date for the City Deal Exxon project is £3.448m. This will provide sufficient funding to take us to the Final Business Case. The Final Business Case submission date is being reviewed by the project board and is subject to any delays which have been incurred including those by ExxonMobil in delivering their remediation works, in part this is due to the Pandemic.

9 Risk Analysis

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

10 Equalities Impact Assessment

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

11 Consultation

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

12 Strategic Assessment

- 12.1** At its meeting on 25 October 2017, the Council agreed that one of its main strategic priorities for 2017 - 2022 is:
- A Strong local economy and improved employment opportunities
- 12.2** The proposals within this report are specifically designed to deliver on this priority.

Peter Hessett
Chief Officer – Regulatory & Regeneration
Date: 10 June 2021

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

Appendix: Appendix 1- Quarterly Performance Report Q4. 2020-21
Appendix 2- Annual Implementation Plan 2021-22
Appendix 3- GCR Sustainable Procurement Strategy
Appendix 4- GCR Climate Adaptation Strategy
Appendix 5- GCR Annual Audit Plan

Background Reports: Nil

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

(Refreshed).

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

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

Clyde Valley City Deal- Governance- Council 17 December 2014.

Glasgow City Region City Deal- Council 13 August 2014.

“City Deal Initiative” Clyde Valley Investment Fund-

Council 30 April 2014 (Memorandum of Understanding).

Clyde Valley Community Planning Partnership – City Deal Initiative – Council 28 August 2013.

Equalities Impact Assessment November 2018.

Environmental Impact Assessment - [DC20/088 – Planning Application – Documents.](#)

Wards Affected:

All

Glasgow City Region

Quarterly Performance Report

Report for the period:

Quarter 4 2020/21



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 10/05/21	As at 15/04/21
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 10/05/21	As at 15/04/21
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%)	39 / 131 (30%)
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)	20 / 131 (15%)	19 / 131 (15%)
Programme Finance: Grant Draw Down, Approvals, Spend to Date	As at Q4 2020/21	As at Q3 2020/21
Total Grant Drawn down to Date (% of £1bn Grant available)	£245m / (24.5%)	£160m / (16%)
Grant Due as % of Cumulative Projected Spend to 31 March 2021	93%	63%
Business Case Approvals to Date (£) (% of £1.13bn Infrastructure Fund)	£430m (38%)	£353m (31%)
Spend to Date (% as of £1.13bn Infrastructure Fund)	£263m (23%)	£255m (23%)
Actual spend compared with projected spend	£46.6m/£72.2m (65%)	£38.5m/£43.8m (88%)
Programme Scope: Direct Project Outputs Delivered to Date	As at Q4 2020/21	As at Q3 2020/21
Vacant and Derelict Land removed from Register (Ha)	14	14
Area of Opportunity Sites (Ha)	198	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	9	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 Q4 2020/21	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	1,880	1,689
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	£116,173,855 (48%)	£109,324,696 (47%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	253 (61%)	244 (62%)
Value of contracts awarded to GCR based SMEs (% all Tier 1)	£34,954,136 (14%)	£34,942,197 (15%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	216	188
Programme Economic Outcomes (based on approved OBCs)	As at Q4 (21 OBCs)ⁱ	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	19,538	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	5.9:1	5.8:1
Programme Risks	As at 13/05/2021	As at 15/04/21
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	1 decreased	0
Programme Issues	As at 13/05/2021	As at 15/04/21
No. of issues in period	3	3
New issues in period	0	0
Programme Change	As at 10/05/2021	As at 15/04/21
Change Control Requests (CCR) submitted for City Projects in period	3	0
Approved CCRs/Restatements to date across City Deal Programme	129	129
Annual Impl. Plan Actions Completed (inc. Superseded) To Date	86 /119 (72%)	70 /119 (59%)

1. PURPOSE

1.1.1 This Quarterly Performance Report includes an overview of the progress as follows:

- The City Region Portfolio Groups as at the 14 May 2021;
- The City Region Intelligence Hub as at 14 May 2021; and
- The City Deal Programme as 14 May 2021 (risks/issues) and end of Q4 2020 (31 March 2021) for all other elements.

2. RECOMMENDATIONS

2.1.1 The Cabinet is invited to:

- a. Note the contents of this report;
- b. Approve the proposal at Section 4.1.3 to alter the meeting frequency of the Cabinet and Chief Executives' Group meetings;
- c. Approve the Change Control Requests outlined at Section 10.2 and 10.3; 10.3 and
- d. Note the Change Control Requests which has been approved by the Chief Executives' Group at Section 10.4.

3. KEY HIGHLIGHTS / ACTIONS COMPLETED IN THIS PERIOD:

City Deal Programme
<ul style="list-style-type: none">○ The South East Glasgow Surface Water Management Plan sub project completed in April 2021○ Following approval of the FBC, the contract was awarded for the Access and Integrity of Waterfront Tradeston sub project on 1 March 2021○ Following approval of the FBC, the contract for the Clyde Waterfront and Renfrew Riverside project was awarded with construction due to begin July 2021○ New residential units delivered through follow-on investment has increased to 1,880 from 1,689 at Quarter 3
City Region Intelligence Hub
<ul style="list-style-type: none">○ Development of the Indicator Toolkit○ Various economic briefings○ Pan Lanarkshire Socio-Economic Baseline

4. CITY REGION PORTFOLIO UPDATES

4.1.1 The Governance Review Phase One Report, which was approved by December 2020 Cabinet, noted stakeholders' desire to streamline regional governance arrangements in order to reduce PMO and Member Authority workloads. However, while streamlining was welcomed, no Support/Portfolio Groups were identified for merging/removal from the structures at this stage.

4.1.2 While it was felt all groups are still required, there is an opportunity to streamline arrangements by reducing the frequency of certain meetings. The existing schedule of 8-weekly Cabinet meetings and 4-weekly Chief Executives' Group meetings was established at the outset of the City Deal when it was recognised that frequent meetings would be required in order to ensure there was no delay to the decision-making process for business cases. However, with Strategic and Outline Business Cases now approved for the majority of projects, and with increased delegation of

decision making on Full Business Cases to Chief Executives' Group and the Director of Regional Economic Growth, the requirements with regards to meeting frequency have changed.

4.1.3 As a result, the PMO is seeking Cabinet's approval to alter the meeting frequency as follows:

- Cabinet meetings to move from 8-weekly to 12-weekly (quarterly);
- CEG to move from 4-weekly to 6-weekly.

4.1.4 Following approval of the above proposal, the PMO will work with Committee Services to develop a revised meeting schedule for consideration and approval at the June 2021 CEG and August 2021 Cabinet.

5. CITY REGION PORTFOLIO UPDATES

5.1 Enterprise Portfolio

5.1.1 The Enterprise Portfolio Group met on Friday 7 May 2021 and approved a range of actions for the Portfolio Work Plan 2021/22. These include:

- Scottish Enterprise's proposals to develop a regional model for Opportunity Management;
- Supporting Town Centre recovery;
- Developing and rolling-out Fair Work First; and,
- Growing the Enterprise base and enable companies to become more resilient.

5.2 Tourism Portfolio

5.2.1 The Tourism Portfolio Group met on Tuesday 4 May 2021. Group approved a range of actions for the Portfolio Work Plan 2021/22 and a refreshed Regional Tourism Action Plan to support recovery in the Regional tourism sector.

5.2.2 The Group has established an operational delivery group with a focus on destination marketing and maximising the impacts from large events. The group is working alongside the COP26 delivery team and Visit Scotland.

5.3 Transport and Connectivity Portfolio

5.3.1 The Transport and Connectivity Group met on 23 April. The Group approved a range of actions for the Portfolio Work Plan.

5.3.2 On behalf of GCR, GCC submitted a Bus Partnership Bid to the Scottish Government's Bus Partnership Fund on 16 April. The outcome of the bidding process is expected in early June. Work is ongoing to look at the potential governance arrangements.

5.3.3 As part of the preparation of a new Regional Transport Strategy, Strathclyde Partnership for Transport (SPT) has prepared a draft Case for Change report to seek views and feedback from their partners and stakeholders on the key outputs of this strategy development process to date. The deadline for comments is 11 June 2021.

5.3.4 The Metro has been included in STPR2 Phase 1 and work is ongoing with Transport Scotland to develop a business case for STPR2 Phase 2. Representatives from the

Portfolio Group have been invited to participate in two workshops in May/June.

5.4 Infrastructure and Assets Portfolio

- 5.4.1 The Infrastructure and Assets Portfolio Group met on 19 March. The first round of the infrastructure mapping project is complete and was reported to the Chief Executives' Group in April 2021. A Work Plan will be drafted to review and approval at the next meeting of the Portfolio on 18 June.
- 5.4.2 The Group is invited to review the draft final Regional Capital Investment Plan in summer 2021 in advance of this being reported to the Chief Executives' Group.
- 5.4.3 The next Infrastructure Forum will be held on 3rd September.

5.5 Housing and Equalities Portfolio

- 5.5.1 The Housing Portfolio met on 2 March. Phase one of the Funding and Procurement study is complete. Phase two will involve further data analysis and a policy and research review. The outcomes from this will inform phase three, a summary of findings and key recommendations. This will be brought back to the Group in due course.
- 5.5.2 A Work Plan will be drafted for review and approval at the next meeting of the Portfolio on 25 May.
- 5.5.3 A Futures Housing webinar was held on 24th April, chaired by Professor Duncan MacLennan the outcomes were reported to the 25 May Group.

5.6 Skills and Employment Portfolio

- 5.6.1 The Skills and Employment Portfolio Groups met on Tuesday 27 April. The groups have approved a range of actions to deliver in the Portfolio Work Plan 2021/22, these include
 - Progressing collaborative employability models and regional approaches;
 - Developing a Business case for regional approach to No One Left Behind (NOLB);
 - Delivering the Regional Skills Investment Plan; and
 - Pivoting activity to support economic recovery.

5.7 Land Use and Sustainability

- 5.7.1 The Land Use and Sustainability Portfolio met on 19 May. The Group approved a range of actions for the Portfolio Work Plan and agreed a response to the CLES report on Vacant and Derelict Land. Clydeplan, with the support of the GCR PMO, will develop a business case for a regional approach to VDL, taking into account the recommendations from CLES.
- 5.7.2 The Clyde Climate Forest will formally launch on 1 June.
- 5.7.3 The Climate Adaptation Strategy will be presented to the Cabinet on 1 June for approval.

6. Clyde Mission

- 6.1.1 This work is proceeding with a view to informing the agenda of the first Clyde Mission Strategy Group meeting which will be held on 23 June 21. Invitations to participate in that session have been sent to Glasgow City Region and other key partners. In addition to the Director for Regional Economic Growth, and the Strategic Advisor for Clyde Mission, the City Region has three places for officers on the Clyde Mission Strategy Group: these will be nominated by the City Region Cabinet at its June meeting.
- 6.1.2 At the Clyde Mission Strategy Group meeting, individual Mission Groups for each of the 5 missions will be established, with leads on these groups coming from across the public sector partners involved.
- 6.1.3 Ahead of the group meeting, the Clyde Mission team will produce a suite of “position papers” which incorporate key information about each Mission, identifies initial partners who may be interested in engaging in the work, and will act as a springboard for action from the Mission Groups.
- 6.1.4 In respect of the main areas of current work the latest position is as follows:

Call for Ideas

There were over 100 responses from businesses, local authorities, agencies, third sector organisations and private citizens to the Call for Ideas. Clyde Mission is working with UHI on a detailed analysis of the responses, and will work with partners and SG policy over the summer to consider the submissions, themes, and produce a response.

Energy Masterplan

- Buro Happold has now delivered a final draft energy masterplan for the original Clyde Mission footprint (i.e. from the mouth of the river to Clyde Gateway). This will serve as an evidence base for identifying and developing low-/zero-carbon projects within the area.
- That Masterplan has identified a shortlist of 4 projects for progression to feasibility study stage. These are:
 - **Scottish Events Campus.** The SEC has proposed to reduce its current natural gas consumption for heat generation through the development of a water-source heat pump project which will meet a portion of the SEC’s heating and cooling demand. There is potential to include the adjacent Clydesdale Distillery and Glasgow Harbour in this project.
 - **Fortum Energy-from-Waste (EfW) heat network.** Fortum Oyj and Verus Energy have recently purchased the proposed South Clyde EfW from Peel Environmental. This project would process municipal, commercial, and industrial waste into electricity. This site would be in close proximity to potential large-scale heat consumers, such as the Queen Elizabeth University Hospital.
 - **Former Exxon Site Redevelopment (Bowling, West Dunbartonshire).** A variety of low-carbon technologies have been proposed for this site, which is currently undergoing remediation works before transfer to West Dunbartonshire Council. The site is attracting a £34m investment for business and office development.
 - **Kilcreggan/Rosneath Community Low-Carbon Heating.** These are off-gas communities looking for low-carbon heating solutions. The primary

beneficiaries will be social houses, as well as Kilcreggan primary school, and will focus on low-carbon energy solution at an individual property level.

Vacant and Derelict Land

Within the Clyde Mission catchment there are 235 vacant and derelict land (VDL) sites (Based on V&DL survey 2019).

- A GIS map of the Clyde Mission footprint – and the various opportunities (e.g. vacant and derelict land) therein – is being developed in-house.
- Work is proceeding to integrate the Infrastructure portfolio utilities data presented at the April Chief Executives' Group meeting into that tool.
- A public-facing version will hopefully be ready by the summer, and this will help Clyde Mission work with, and deliver through, potential partners and investors

In a specific separate piece of work, Green Action Trust have been commissioned to look at a subset of these sites – sites in public ownership and additional sites that are classified as DUSTE's (long-term derelict urban site, known as Derelict Urban Sites since Two thousand (2000) or Earlier (DUSTE)).

The focus on these two classes of sites is an attempt to identify sites that:

- Have potential to be brought forward more quickly for treatment by having a benevolent landowner
- Have been overlooked by the market so alternative end uses could be considered as a better option in removing them from the Scottish and Vacant Land Register (SVDLR)
- Have had the most prolonged adverse impact on the communities in which they are located
- This reduced the number of sites being considered to 175; 87 sites were in public ownership and a further 88 sites were DUSTEs, either in private ownership or with unknown ownership.

The sites were scored and ranked for suitability in 8 separate categories:

- Woodland
- Flood Resilience
- Greenspace
- Growing Space
- Naturalisation
- Pocket Parks
- Connected Places
- Outdoor Play

The outcome will be a series of tables with the sites ranked on the suitability to meet the criteria above and then colour coded to reflect different potential actions for the Clyde Mission and its partners to take forward in the next stage:

The aim of this first stage appraisal has been to identify potential sites for the public sector to step in and act as the catalyst, be this through direct action or by empowering the community of the 3rd sector to take the lead.

Flood Mapping

GCC/SEPA presented the outputs from the Clyde flood risk model to the City Region Land Use and Sustainability Portfolio on 19 May.

7. CITY REGION INTELLIGENCE HUB UPDATE

7.1 Economic Intelligence Support Group (EISG) and Intelligence Hub

7.1.1 The Hub has been progressing a series of work-streams including:

- **Local Authority Data Toolkit** – the team has used 48 different indicators around the three grand challenges to develop a performance dashboard and gap analysis toolkit which can be used by each member authority. This is now being rolled out through workshops with key staff in each local authority
- **Briefing Notes** – a number of briefing notes have been produced by the team including COVID-19 economic briefing, Key Workers and soon to be published Foundational Economy. Other work includes a paper on Retail and High Streets, plus a review of the Levelling up Fund
- **Pan Lanarkshire Socio-Economic Baseline** – the team have developed a socio-economic baseline and accompanying data toolkit for the Pan-Lanarkshire Economic Forum
- **Investment Fund Options Appraisal**: an initial review is being conducted on options for a City Region Investment Fund. A paper will be presented at the next EDG.
- **Regional Economic Strategy** – various pieces of work is going in the first stages of the development of the Regional Economic Baseline. This includes an innovation study and setting up discussions with each of the Chief Executives. There is also continued engagement with other regions to understand what we can learn from their approaches to regional economic strategies.

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 15/05/2021

- **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 18.

10. CITY DEAL CHANGE CONTROLS REQUESTS

10.1 Three Change Control Requests (CCR) have been received in this period. The first two can be considered as significant change and require Cabinet approval. The third CCR was approved by 20 May CEG.

10.2 For Consideration by Cabinet:

MGSDP 201001_GCC_033 (MA Ref: GCC/CCN/MGSDP/007) submitted a CCR requesting approval for changes in Timeline, Scope and Financ

- **Reason for the change:** The MGSDP project is the furthest progressed Glasgow project with 6 projects [£35.8m] in live construction – with these prioritised due to them being the most complex/holding the largest budget and providing the most benefits to City Deal. The project has incurred unforeseen additional Covid-19 related costs, resulted in the live project budgets being pushed over the anticipated FBC budget resulting in a budget shortfall. Glasgow City Council has attempted to alleviate the shortfall by allocating additional funding to the value of £1.3m, however this funding does not cover the full shortfall. In order to address this, GCC is proposing that the remaining project components be restructured. Additional costs breakdown includes:

- contaminated land remediation and disposal costs on the Camlachie Burn (+£2m);
- additional water vole relocation costs incurred on the Cardowan SWMP (+£1.8m);
- unpredicted Covid-related costs not accounted for in contingencies such as supplier relief costs/additional costs due to social distancing on the resumption of construction works (+£1.8m).

As the MGSDP project will be financially constrained going forward, the Rev 8v2 programme has been developed with dependencies between project components on site for construction and the decision to publish tender actions on future project components. This will allow financial certainty to be achieved for the project components on site thereby ensuring that sufficient funding is available for the proposed scope on a dependent project component prior to publication of the construction stage tender.

- **Timeline changes:**
 - Hillington/Cardonald SWMP Phase 2 (Queensland Gdns) FBC to be restated from January 2021 to June 2021 (+6 months).
 - Hillington/Cardonald Phase 3 (Penilee) FBC to be restated from October 2021 to Dec 2021 (+2 months).
 - Cockenzie St FBC to be restated from June 2021 to December 2021 (+6 months).
 - Eastern Springburn FBC restated from April 2021 to February 2022 (+10 months).
 - High Knightswood FBC restated from February 2022 to March 2022 from (+1 month).

- No changes are reported for the construction duration. It is assumed the latest approved construction completion dates are extended to reflect new start dates. GCC notes a completion date for the MGSDP project of 2022/23 Q3.
- **Scope:** In order to alleviate the shortfall by allocating additional funding to the value of £1.3m, GCC is proposing to suspend development of the Fullerton Avenue SWMP project component on completion of the technical tender package. This is the project component with the smallest contribution to the indirect economic MGSDP outputs is now proposed to be progressed only up to the preparation of the technical tender package. The Council will seek alternative funding to take forward what will be a shovel ready drainage intervention but acknowledges that delivery may fall out with the MGSDP City Deal programme. In addition to the internal City Deal Executive Group approval this action has been reported to the partnership meeting (MGSDP) and approved to address budget constraints.
- **Finance:** The overall level of City Deal funding being requested for the MGSDP has not changed from that set out in the OBC. However, GCC is seeking to reallocate the Fullerton Avenue SWMP subproject budget of £1.3m and to release £1.7m from value engineering of the remaining project components (Hillington / Cardonald, Cockenzie Street, Eastern Springburn and High Knightswood SWMPs) to meet the balance of the COVID-19/contaminated land/water vole costs noted above.
- **Benefits Realisation:** GCC has advised that the creation of drainage capacity to enable the key indirect economic outputs related to additional commercial, industrial and residential floorspace that underpin the MGSDP business case is still forecast to be achieved. This is due to value engineering opportunities being able to be identified that do not materially impact the drainage capacity created. GCC advise that the proposed change to defer progressing the Fullerton Avenue SWMP project component to construction stage is forecast to not result in any material reduction in project benefits or beneficiaries. GCC's assessment is underpinned by less than 25 new housing units and no new industrial / commercial floorspace being allocated to the Fullerton Avenue project component within the OBC. The wider drainage capacity and flood risk reduction benefits are able to be absorbed by the other project components that have been or will be progressed within the same flood risk area (PVA 11/17/1) and sewerage catchment (Dalmarnock).
- **CCR history:** A number of Change Control Request has been approved for the MGSDP:
 - GCC/CCN/MGSDP/001 South East Glasgow SWMP: Change FBC submission date
 - GCC/CCN/MGSDP/002 BC submission date changed from OBC to new programme revision
 - GCC/CCN/MGSDP/003 Hillington / Cardonald SWMP: Confirmation of phased delivery
 - GCC/CCN/MGSDP/004 Cardowan SWMP: Expected completion now December 2019
 - GCC/CCN/MGSDP/005 South East Glasgow SWMP: Removal Castlemilk Road from works
 - GCC/CCN/MGSDP/006 Revision 8.2 Programme Update

10.3 For Consideration by Cabinet:

Greenhills Road, Strathaven Road Corridor Improvements 210419_SLC_15 (MA Ref GHR-EK-CCN01) submitted a CCR requesting approval for the following aspects:

- **Timeline**: Completion date changed from end of February 2021 to end of July 2021. SLC City Deal Recovery Plan (9 Oct 2020) amended project completion date to end of February 2021.
- **Benefits Realisation**: SLC note that is not anticipated that there will be any additional beneficiaries or a reduction in the number of proposed beneficiaries associated with this sub-project at this time.
- **Scope**: No change to project scope anticipated.
- **Finance**: Project outturn cost increased from £25.700m to £29.350m (+£3.608m). The budget for the project is £25.700m and currently predicted outturn is £29.308, therefore a difference of £3.608m. The proposal to manage this variance is as follows: £1.400m from SLC Capital budget, £0.250m from Developer Contributions associated with the nearby Shields Road residential development and a proposed £2.00m virement from other SLC City Deal projects (SLC Community Growth Areas). This £2m virement is associated with the following projects: Newton CGA P&R - £400k, Newton CGA Sustainable Travel Interventions - £300k, Woodhead PS Extension - £1m and the use of Developer Contributions associated with Hamilton CGA (Sydes Brae) - £300k. Sydes Brae has no City Deal funding attached to it. The Greenhills Road project outturn figure above are based on SLC's own assessment of the value of the compensation events that remain under discussion with Wills Bros and reasonable assessment of the final public utility costs.
- **CCR history**: Two Change Control Requests have been approved previously restating the construction end from the original anticipated construction completion stated within the OBC of March 2019.
- **Reason for the change** Covid 19 situation led to the works (on advice of Scottish Government) being suspended. Works have now recommenced and returned to 'normal' and good progress is being made. Current programme now has a planned completion of the end of July 2021. Significant weather-related disruption experienced since the start of calendar year has also influenced programme. Significant Covid19 related costs have been experienced.

10.4 Approved by 20 May 2021 Chief Executives' Group:

Motherwell Town Centre Transport Interchange 210407_NLC_CH0026 (MA Ref MTCTI Change Control 3) submitted a CCR requesting approval for the following aspects:

- **Timeline** changes:
 - The FBC restated from May 2021 to CEG September 2021 (+4 months).
 - Contractor appointment restated from June 2021 to September 2021 (+3 months).
 - Construction Start restated from September 2021 to January 2022 (+4 months).
 - Construction End restated from March 2022 to July 2022 (+4 months).
- **Benefits Realisation**: delayed benefits realisation by 14 months
- **Scope**: No change to project scope anticipated.
- **Finance**: Limited impact on Project Finance - no change to overall budget. The spend profile has been changed to reflect the change to programme.

- **CCR history:** Seven Change Control Requests have been approved previously restating FBC and construction end dates from the original anticipated construction completion stated within the SBC of Q4 2020.
- **Reason for the change:** updated position from ScotRail on the programme for completion of works at Motherwell Rail Station due to delays within the current phase of the station works programme.

11. CITY DEAL PROGRAMME RISKS

11.1 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';
 - 8 risks are rated as 'medium'; and
 - 5 risks are rated as 'low'.
- The residual scoring of Risk 003, on *Submission of Incomplete Business Cases*, have decreased changing its residual rank from "Medium" to "Low".

12. CITY DEAL PROGRAMME ISSUES

12.1 The Programme Issue Log has been updated and all updates are noted in bold and italics in Appendix 4. As at 14 May 2021 there were three issues and no change to log since previous period.

13. CITY DEAL PROGRAMME BENEFITS

13.1 Of the benefits reported in Q4 2020/21:

- 2.1Ha Total Area reclaimed, (re)developed or assembled as a result of the project / Total Area of Opportunity Sites was reported by NLC for Gartcosh/Glenboig CGA;
- 26 New Residential Units was reported by NLC for Gartcosh/Glenboig CGA; and
- 73 New Residential Units was reported by SLC for East Kilbride CGAA, 63 for Hamilton CGA and an additional 3 New Affordable Housing Units reported for Larkhall.

14. GCR SUSTAINABLE PROCUREMENT UPDATE (INC COMMUNITY BENEFIT)

14.1 Procurement Support Group

14.2 The Procurement Support Group met on 29 April. The discussion of the Group included:

- Discussion of the draft Glasgow City Region Sustainable Procurement Strategy;
- Agreement of a response to the recommendations in the CLES report on Progressive Procurement;
- An update on the development of a Community Wishlist approach to community benefits;
- Discussion around the Meet the Buyer event arranged for 8th June, where the launch of the Sustainable Procurement Strategy will take place;
- A further request that all MAs provide details of their forthcoming contract

- pipeline which can be shared at the Meet the Buyer Event; and
- An update on the extension of the Cenefits Pilot.

14.3 Sustainable Procurement Strategy Group

14.4 The Sustainable Procurement Strategy Group met on 29th April. The discussion of the Group included:

- Discussion of the draft Glasgow City Region Sustainable Procurement Strategy;
- A presentation from the Scottish Government of Fair Work First; and,
- A discussion led by the Scottish Government on the opportunities for procurement to contribute towards net zero carbon and wider climate change policies.

14.5 GCR City Deal Contracts & Community Benefit Annual Update - Cumulative to 2020/21

As at the end of March 2021, 413 Tier 1 contracts, with a value of almost £244 million had been awarded by Glasgow City Region City Deal projects, 29 contracts with a combined value of £16.5 million have been awarded this year showing a 7% percentage increase in the value of all contracts awarded for the programme between the end of March 2020 and March 2021.

Figure 1 below shows the total number and value of cumulative City Deal contract awards over time.

Figure 1: Total Number and value of contracts awarded to 2020/21.

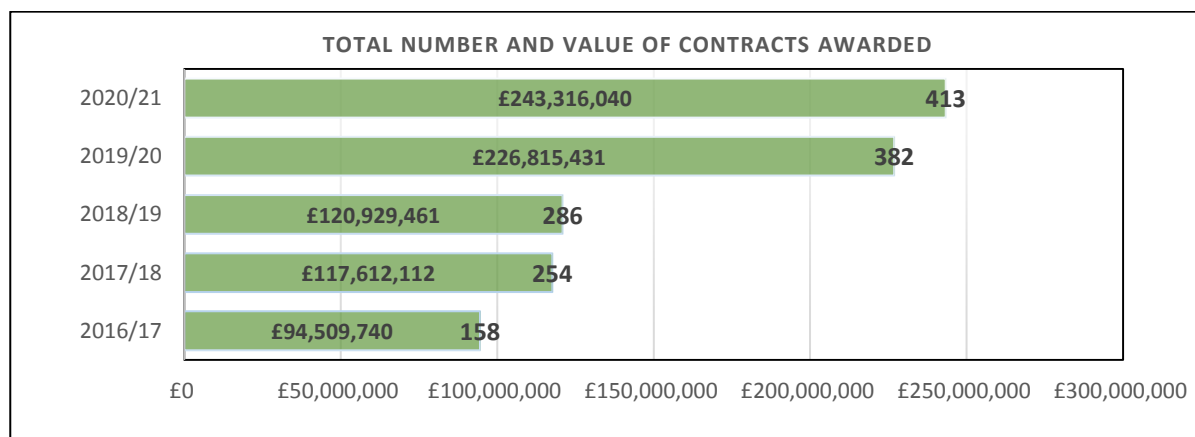


Figure 2 shows the value of Tier 1 contracts awarded to local companies, SMEs and Local SMEs over time.

Figure 2: Value (£) of Tier 1 contracts awarded to Local Companies, SMEs and Local SMEs to end 2020/21

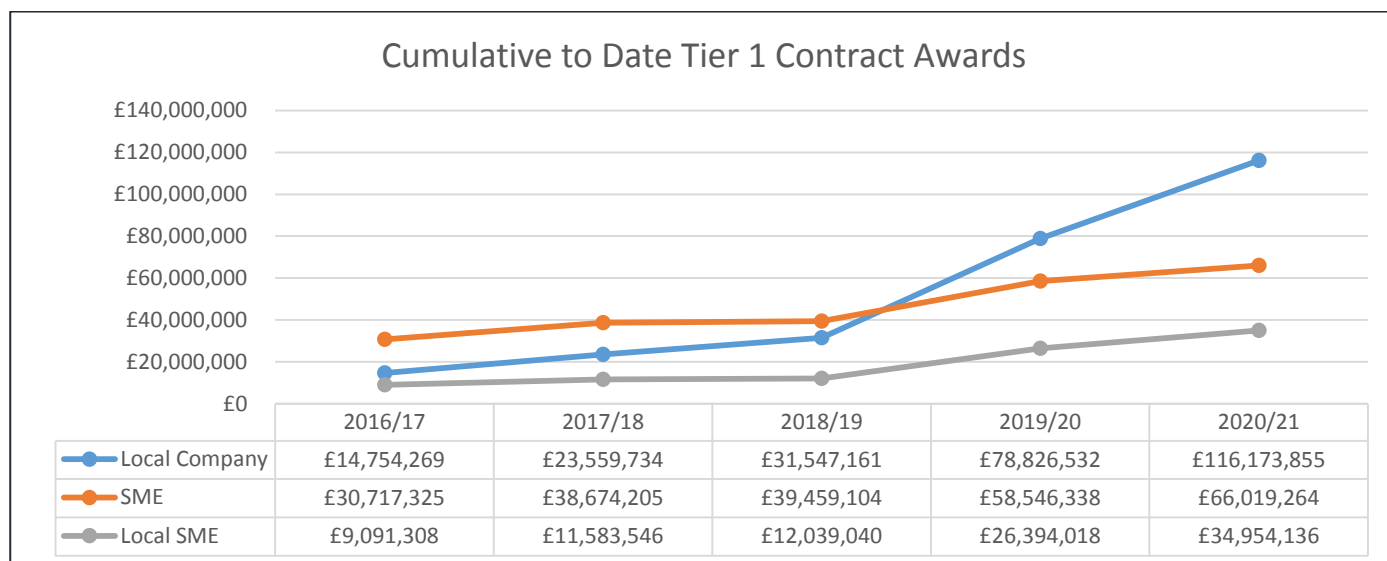


Figure 2 shows of £244 million, the 413 Tier 1 contracts awarded by the end of March 2021:

- £66 million (48% of the total value) were awarded to Small and Medium Sized Enterprises (SME's), across 140 contracts;
- a combined contract value of over £116 million (48% of the total value) were awarded to Glasgow City Region based (local) businesses across 253 contracts; and
- Contracts to the value of £35 million (equating to 14% of the total), were awarded to local SMEs across 92 contracts.

Number and Value of Contracts with Community Benefits

At the end of March 2021, 157 contracts with a value above £50,000 (>£50K) had been awarded, equating to an overall total of £238,700,552 million. **Figure 3** shows whether community benefits have been secured for these 157 contracts and the value associated with the contracts.

Figure 3: Proportion and Value of Community Benefits in Contracts >£50K (2016/17 – 2020/21)

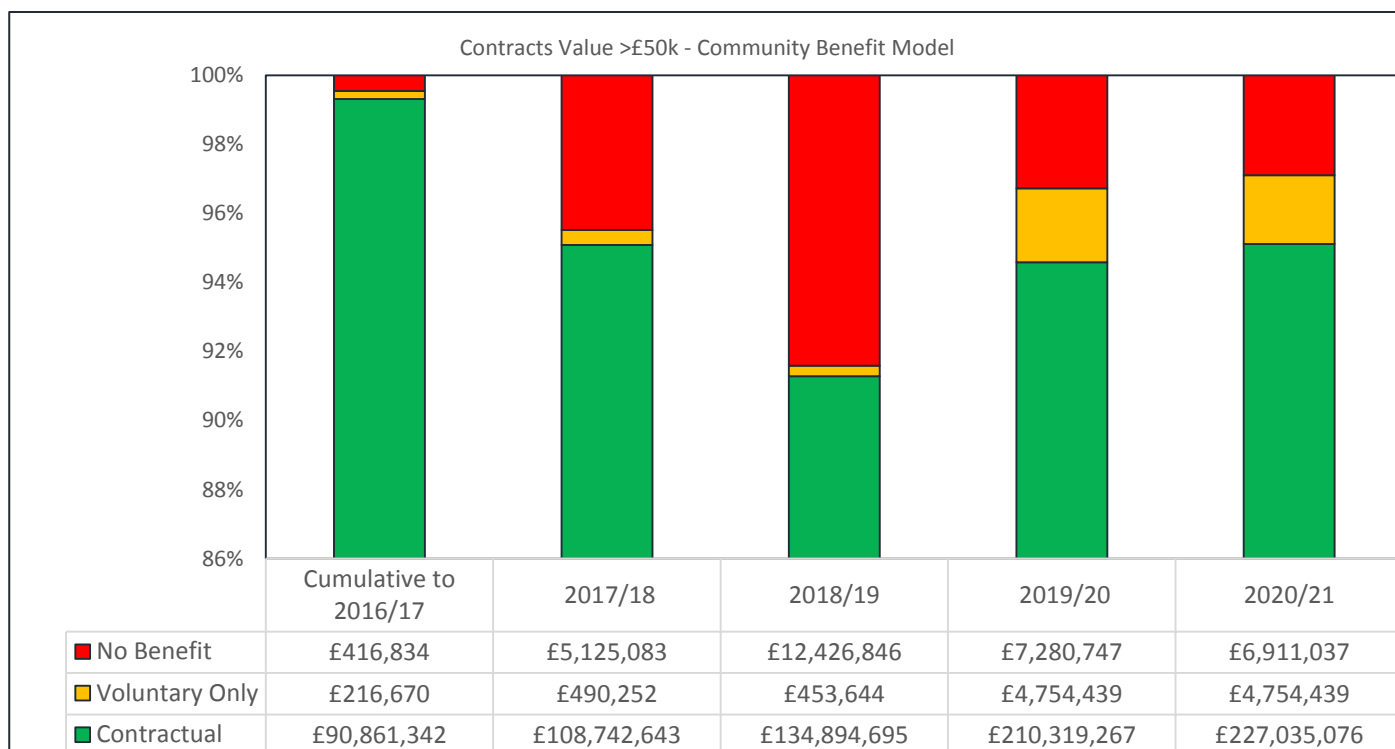


Figure 3 shows of the 157 >£50K contracts, in terms of community benefits:

- 111 (71%) had contractual community benefits included, with a combined value of over £227 million, 95% of the value all >£50k contracts awarded;
- 11 (7%) contained only voluntary community benefits with a value of over £4.7 million (2% of total value); and
- 37, (3% of value and 24% of the number) had no community benefits included, equating to just under £7 million and shows whilst the value of contracts with no benefits has reduced overall by £370K the number has increased by 2% reflecting an increase of 5 in the number >£50K reported for 2019/20 with no benefits.

Community Benefits Secured and Delivered

Through the awarding of these City Deal contracts, at the end of March 2021, a total of 1214 community benefit opportunities were secured, plus £93K of financial support for community projects.

Of the 1214 secured opportunities:

- 766 opportunities (64%) and £82K (88% of value) of financial support for community projects have now been delivered by contractors;
- 195 opportunities (16%) and £4K of financial support for community projects are currently in progress;
- 163 opportunities (16%) and £4K of financial support for community projects have not yet started;
- 20 opportunities are currently delayed;
- 34 outcomes and £1K financial support have been substituted; and
- Of the remaining, 36 opportunities (including 8 legacy benefits) and £2K of financial report are reported with a 'Not Delivered' status for which no further action will be taken.

Figure 4 shows the proportion of benefit outcome category of all community benefits secured. The table below shows that at the end of 2016/17 job opportunities only accounted for 10% of all community benefits secured in contracts, by the end of 2020/21, 21% of all opportunities secured are targeted employment opportunities for priority groups an increase of 5% on last year's percentage of the total.

Figure 4: The proportion of each Community Benefit Category of all Community Benefits Secured

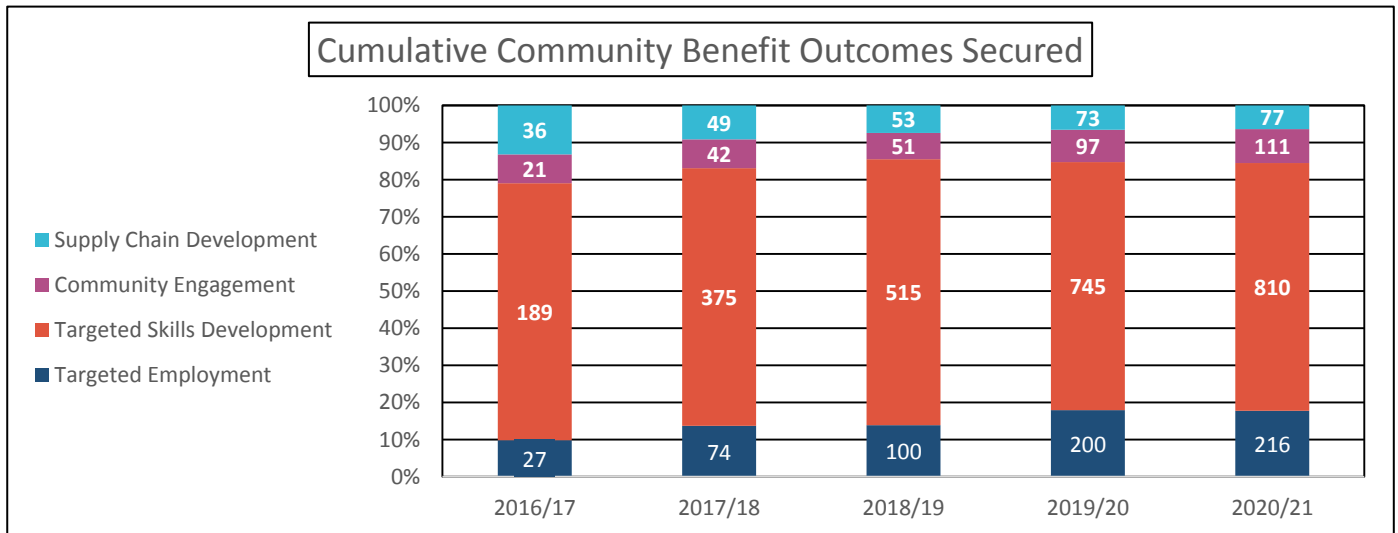


Figure 5 shows the number of opportunities delivered at the end of 2017/18, 2018/19, 2019/20 and 2020/21 broken down by Benefit Outcome Category.

Figure 5: Number of Community Benefit Opportunities Delivered, end of 2017/18, 2018/19, 2019/20 and 2020/21

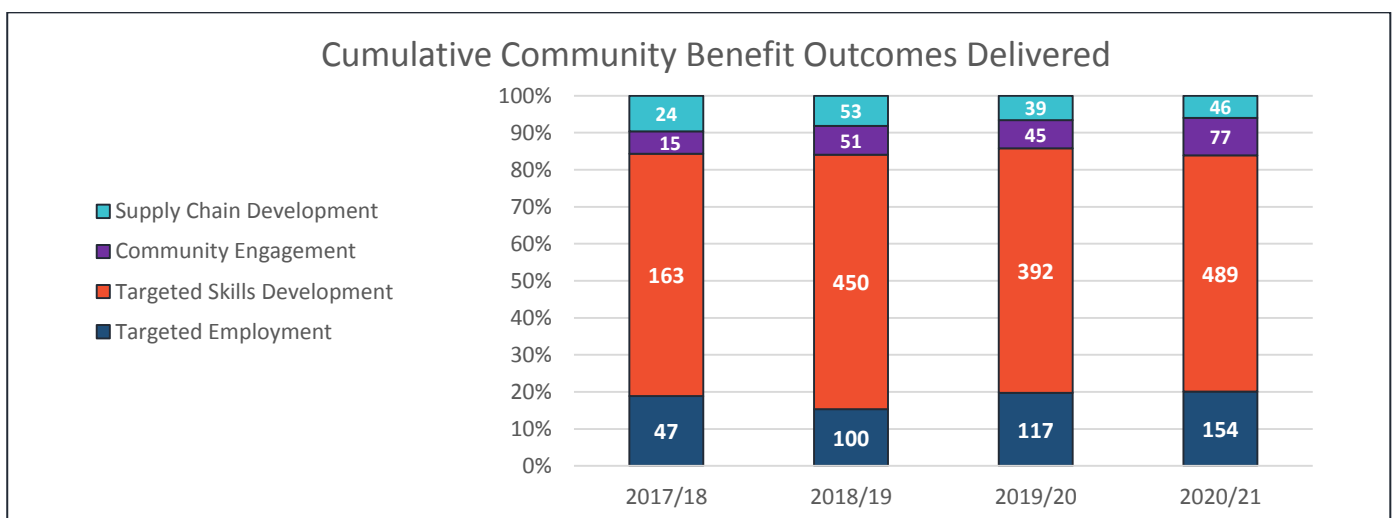


Figure 5 shows that the number of overall Benefit Outcomes reported as delivered by end of March 2021 (766) is up by 173 opportunities compared to overall outcomes reported last year up to the end of March 2020 (593). The increase has been demonstrated by improved reporting functionality that now provides the ability to monitor individual benefits and accurately report the status of each community benefit as reported in the Programme Summary provided at **Appendix 5** of this report. **Figure 5** shows:

- that by Q4 2020/21, a total of 766 community benefit opportunities had been delivered;
- of those delivered 154 (or 20%) are from the Targeted Employment category, and
- a total amount of financial support provided to community projects of £82K.

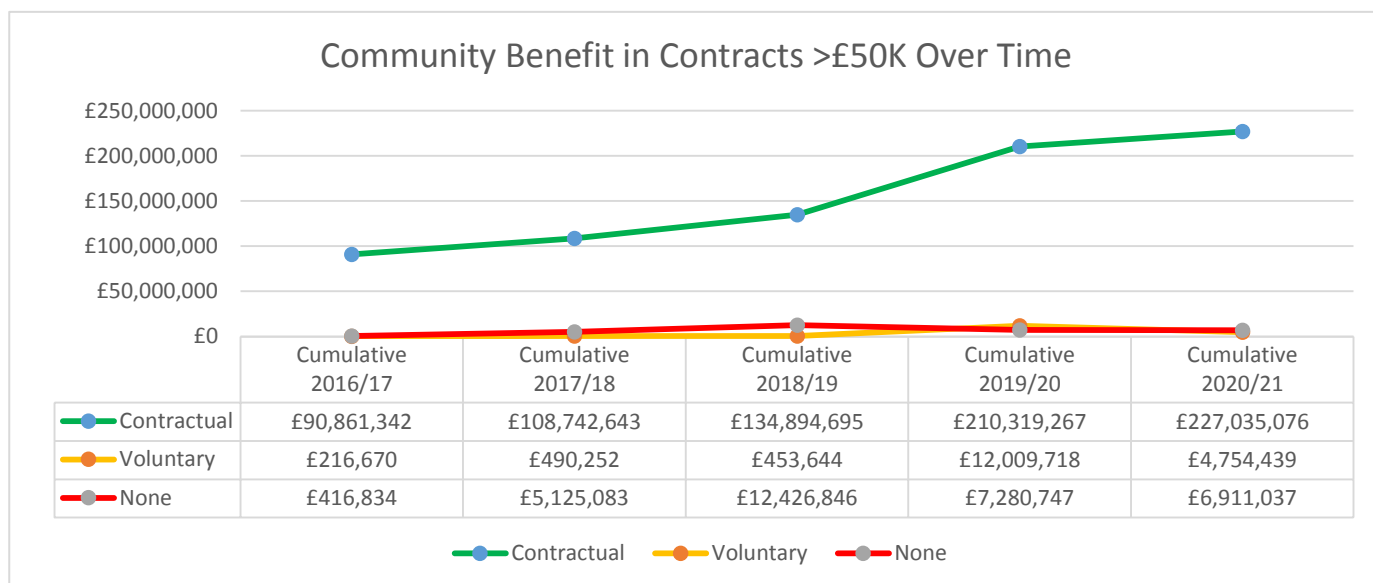
Covid 19 and Community Benefit

As Covid-19 continues to have an impact on the Programme due to the role of other factors it is unlikely that the impact on community benefit delivery can be definitively known or attributed. However, the figures reported for KPIs for the period between 2019/20 and 2020/21 reflect the journey over the period and can be seen to indicate that improvements in performance and shown some resilience and have been sustained despite the ongoing challenges presented by the pandemic.

Of the information reported for contracts and community benefits for the period between March 2020 and March 2021:

- 29 new contracts with a combined value of £16.5 million have been awarded, a 7% percentage increase in total contract award values within the year.
- For Tier 1 contract awards an additional:
 - £37.4 million worth of contracts were reported as having been awarded to companies based in the region (a 47% percentage increase on the previous year);
 - £7.5 million worth of contracts were reported as having been awarded to SMEs (a 13% percentage increase on the previous year); and
 - £35 million worth of contracts were reported as having been awarded to local SMEs (a 32% percentage increase from the previous year).
- Improvements previously reported for the proportion and value of Community Benefit in contracts >£50K have been sustained over the last year. **Figure 6** below shows that whilst improvements in reporting brought about a significant increase in the values of contracts >£50K (£12.5 million or 8%) that were reported as having no community benefits for 2018/19, the significant 5% reduction that was subsequently reported for 2019/20 (£7.2 million or 3%) has been sustained throughout 2020/21 (£6.9 million or 3%).

Figure 6: Community Benefit Model in contracts over time.



- A further 99 community benefit opportunities were reported as having been committed in contracts including:
 - 16 employment opportunities for priority groups;
 - 65 targeted skills development opportunities;
 - 4 Supply Chain Development opportunities;
 - 12 Community Engagement interventions; and
 - An additional £7,000 of Financial Support for Community Projects.
- A total of 28 benefits, only 2% of all those committed, and £2K of financial support and only 2% of the total amount committed were reported as 'Not Delivered' throughout the year.
- Community benefits are reported as having been delivered across all categories, between March 2020 and March 2021 the period the following benefits were reported as delivered:
 - 37 employment outcomes;
 - 97 Targeted Skills Training;
 - 32 Community Engagement;
 - 7 Supply Chain Development; and
 - £13K of financial support delivered to community projects.

15. EXPECTED SPEND vs BUSINESS CASE APPROVALS BY PROJECT

15.1 Appendix 7 details the total expenditure per project from the latest estimates as at 31 March 2021. This is then compared with cumulative projected spend, previous years' spend, profiled spend in 2020/21, the projected spend for 2020/21, the 2020/21 baseline and the 5 year projected spend.

15.2 The table includes the £1bn from the Scottish and UK Governments and the £135m Member Authorities' contribution. The total projected spend for the programme is £1.132bn compared with funding of £1.130bn. This represents an expected overspend of £2m and is mainly due to increased projected expenditure in relation

to Greenhills (£2m), Place and Growth (£4.9m) and M77 (£2.7m) partly offset by reduced projected expenditure in relation to Ocean Terminal (£4.6m) and Cathkin Relief Road (£3m). Previous Years Spend for infrastructure projects was £216m.

- 15.3** The actual spend for 2020/21 to Quarter 4 is £46.6m compared with an initial profiled spend to Quarter 4 of £72.2m due to underspends and overspends across a range of projects. The actual spend to date in 2020/21 of £46.6m represents 100% of the revised expected spend of £46.6m for 2020/21. The expected spend in 2020/21 has reduced by £22.4m (32%) from £69m as at Q3 to £46.6m as at Q4 2020/21.
- 15.4** The cumulative to date spend as at Q4 2020/21 is £263m. The 5 year projected spend from 2020/21 to 2024/25 is £559m representing a reduction of £49m (8%) from Q3 2020/21. Funding approved to date totals £430.2m. The cumulative grant allocation to the end of 2020/21 is £245m.

16. PROJECT FUNDING AND EXPECTED SPEND vs GRANT DRAWDOWNS

- 16.1** Appendix 8 displays the grant allocations and drawdowns per Member Authority. To date all Member Authorities have returned their grant claims up until the end of Quarter 4 2020/21. The total value of grant claims received in 2020/21 is £46.6m.

17. PMO BUDGET

- 17.1** The PMO budget is £1.268m for 2020/21. The budget projection, reported in Appendix 9, indicates projected annual spend will be £274k (22%) lower than budget in 2020/21. This is mainly due to vacant posts, the temporary redeployment of PMO staff to work on processing Business Grant Claims within GCC and the receipt of interest during the year.

18. CITY DEAL PROJECT UPDATES

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

18.2 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). ***Proposal being reviewed, with view to start the works in Q1 2021/22. Also 3 City Deal Officer posts have been filled. Legal and Procurement posts to support the City Deal Team are being filled.***

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. ***In advance of procuring the full masterplan team, consultants will be engaged to undertake a short exercise to acquire more in-depth property market information and support vision and business land use options work. This work will coincide with the early economics work. Last engagement was in February and now they have stopped. They will start again once the plans for GI are ready. Development of SEA screening opinion for BRR5 underway.***
- 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. ***EDC met with Transport Scotland to discuss expectations from future transport modelling exercises. Land ownership mapping has been received form GCC. The next step will be to map out future projects/planning applications/S75 contributions.*** 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). ***Draft Minute of Agreement requires final EDC Legal Services review to prepare the final agreement in a form that satisfies EDC corporate requirements as the lead project partner.*** Starting to look at land ownership along the length of the A803 corridor. ***Drafting Procurement Options Appraisals and briefs for A803 Design Consultants and for Transport Modelling. Dedicated resource from GCC and SPT has been confirmed and is now in place.***
- Bishopbriggs Town Centre Regeneration through provision of business space, improved accessibility and improved public realm delivered by the City Deal Project. ***Morrisons new store development in the process of concluding the S75 agreement which transfers land for the civic space to EDC. Barratt Homes planning application for Morrisons owned site has been refused. They have appealed the decision and we await a conclusion.*** Consultants have now been appointed for some initial feasibility work relating to a Public Realm Plan for the Town Centre. ***Currently at Stage 1 Research and information gathering. Stage 2 will involve an element of consultation. Consultants briefs being refined for design stage work and for feasibility for Business Incubation space.***

18.3 M77 Strategic Corridor Programme (ERC) (Amber)

18.3.1 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 ***continued to be*** used as a COVID test centre. In line with Government advice on non-essential offices remaining closed, there has been no pro-active marketing of space at the Greenlaw Business Centre.
- 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 Railway Station (Barrhead) and Allied Works project on the Glasgow to Neilston line with bus interchange and associated car parking. The scope for the Scottish Transport Appraisal Guidance Part 2 – ***Planning Outline Business Case*** (STAG 2) was submitted to Transport Scotland (TS) for review and approval on the 10th March. TS's comments on the scoping document were received by ERC on the 14th September, a consultant has now been appointed to carry out STAG 2 ***and Work has now commenced on the STAG 2 for submission to Transport Scotland in September 2021.*** 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 and advised that a scenario-based approach was preferable. 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. The initial feasibility work had been planned to be completed by Spring 2021, but this timescale is being extended to take account of opportunities to promote post-COVID economic recovery. It is envisaged that it will be possible to report on the project's revised Scope, probably in the latter part of this year. RAG status will therefore remain at Amber. ***With on-going feasibility work, it is not yet possible to provide updated Current Approved dates. It is envisaged that an update will be provided to the PMO in the coming months.***

- 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. 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 ***and any slippages during the project development/tendering and subsequent construction period.*** The project scope for the visitor centre is being ***reviewed to take account of emerging demand considerations/opportunities not incorporated in previous feasibility work.*** 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.

18.4 Canal and North Gateway Project (GCC) (Amber)

18.4.1 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.

- 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. ***Substations 1 and 7 made live, area of temporary canal pipes partially handed back to contractor with M8 bridge contractor continuing with remedial works. Ongoing contamination testing on residential development 7 and 9.*** Status remains at AMBER to reflect the COVID 19 pandemic and continued uncertainty of potential further lockdown restrictions.
- The contractor for the Sighthill M8 Pedestrian Bridge ***project remains at Amber to reflect the current COVID 19 pandemic.*** However, the contractor is now back on site and is progressing within ***Scottish Government Guidance and*** TS restrictions. Full impact on Scope yet to be determined, however good progress is being made. 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. Full smart system test event will be scheduled post Covid-19. ***Although contractor back on site on 3 Aug 2020, contractor has been off site due since Dec 2020.*** 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 Cowlares Bridge (over railway) and Port Dundas 100 Acre Hill remediation, roads and utilities infrastructure are complete. 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, ***but has been off site again since Dec 2020.*** Timelines being assessed for completion of project and the full impact of Covid-19 is unknown.

- 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: Cowlares 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 **has not met the proposed** submission for the May 2021 CEG.

18.5 Collegelands Calton Barras (Amber)

18.5.1 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.

- Calton Barras Action Plan sub-project includes public realm works, junction improvements and a future Developer Deficit Grant Scheme. While Public Realm work is complete, Junction Improvement construction was suspended due to the Covid-19 pandemic as a non-essential construction site. The contractor returned to site early August 2020 and the project is now complete. **Residual minor snagging has been identified for the contractor to undertake.**
- ⊕ Meat Market Site Remediation is now complete. Although scope within the FBC has been delivered it should be noted that unrecorded below ground obstructions were found at the end stages of the project which resulted in additional remediation and removal of contaminants. **The remediation was within the boundaries of the project therefore not classed as a change in scope.** Additional works are also complete, final financial position being assessed to ensure within contingency budget for project.
- Meat Market Roads and Infrastructure desk studies are currently ongoing to assess the best financial benefits from the site.

18.6 City Centre Enabling Infrastructure Integrated Public Realm (EIIPR) (Amber)

18.6.1 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.

- 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 earlier in the year. Timeline status remains Amber, to reflect the ongoing uncertainty from the Covid19 pandemic and the possible prolongation of works going forward. Timeline impact continues to be assessed. Although projects are remaining committed to deliver scope, that will be fully defined within future FBCs.
- 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 were reprogrammed, 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.

18.7 Metropolitan Glasgow Strategic Drainage Partnership (Amber)

18.7.1 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 has submitted a CCN for changes in Scope, Time and Finance.***

- Hillington/Cardonald, Camlachie Burn and Cardowan SWMP, have successfully completed, a number have live construction contracts impacted by Covid-19.
 - Camlachie Burn full scope has been delivered as per the FBC. Residual minor snagging has been identified for the contractor to undertake. Covid-19 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.
 - 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.

- South East Glasgow SWMP ***Full scope has been delivered per the FBC. Project has reached practical completion. Residual minor snagging has been identified for the contractor to undertake.***
- While the contractors are back on site at, Drumchapel, Garrowhill / Baillieston and 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. ***Still awaiting access to works area held up by Scottish Water works, negotiations to resolve are continuing.***
 - 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. ***Awaiting Network Rail programme for undertrack works.***

18.8 Clyde Waterfront West End Innovation Quarter (Amber)

18.8.1 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.

- 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 ***FBC was approved by GCR PMO (Feb 2020), for Tradeston Bridge refurbishment including enhanced lighting functionality. Contract award confirmation received 1 Mar 2021. Further FBC addendum(s) TBC with regard to further sub-project intervention(s) identified within Tradeston area (with City Deal and Barclays' match funding). Status reverted to Amber, to reflect the current impact and uncertainty from the Covid19 pandemic and the possible prolongation of works going forward. Contractor has flagged a significant led-in time re necessary lighting components (circa 20-weeks). This will result in delay to site works. Planning to proceed in two phases, refurbishment works, followed by lighting works. Phase 1 expected to commence May 2021; Phase 2 expected to commence Aug 2021 - awaiting confirmation of agreed programme (CCN TBC).***
- 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.

- The Developing the Economic Role of Glasgow University sub-project includes Byres Road Public Realm Improvement and University Avenue and Campus Connections Pedestrian/cycling Links elements. GCC is reporting slippage with the Public Realm works owing to reduced ability to complete design and tender the works, due to the Covid-19 pandemic, with an expected knock-on to the timelines for the FBC, originally planned for February 2021 now postponed to August 2021 for Byres Road and to March 2023 for the University Avenue and Campus Connections. Byres Road's Design work being progressed in cognisance of TRO consultations.
- The Developing the Economic Role of QEUH and Adjacencies sub-project consists of QEUH Access Improvements to the local road network in order to address transport constraints and Development Deficit Funding (DDF) 1, 2 and 3 which will support the construction of new commercial floorspace on under-utilised ground within shipyards and redevelopment of industrial sites within the proximity of the Hospital. 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 ***as contractor re-furloughed staff in Jan 2021; expected return in Apr 2021.***
 - ***GAP Development Deficit Funding – Commercial Floor Space 2 (Grant Award): Although project remains committed to deliver scope as defined within FBC (conversion of vacant lower ground floor of Govan Old Parish Church), status remains Amber, to reflect the forced cessation of non-essential construction works earlier in 2020, due to the Covid19 pandemic and the associated uncertainty regarding prolongation of works going forward. Grant award to Govan Heritage Trust, therefore GCC are only monitoring construction phase status, not managing the works.***
- 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 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.

18.9 Inchgreen Project (IC) (Amber)

18.9.1 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. The OBC has been submitted to the PMO for appraisal and consideration at the June 2021 Cabinet.

18.10 Ocean Terminal (IC) (Amber)

18.10.1 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 now been completed***

and can be contained within the existing cost plan. COVID -19 has had a significant effect on the number of passengers visiting the Metropolitan City Region however, given the number of boats booked to visit Greenock in 2021 was 105 boats, which is well ahead of our anticipated programme, the authority remains confident that the overall number of cruise passengers will be achievable.

18.11 Inverkip Project (IC) (Amber)

18.11.1 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.

18.12 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 consultants now appointed to carry out a feasibility study. 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). ***The feasibility based on a STAG aligned approach will be undertaken in two distinct parts. It is intended that the option appraisal and feasibility study (part 1) is now carried out over Q1 21/22 and Q2 21/22 and part 2 over Q2/Q3 21/22 reporting on demand analysis (taking into account Covid-19), options, high level costs and the feasibility of Eurocentral and the specific site. TS have been involved in the development of the scope for the feasibility and support the approach adopted. 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.***

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.

Substantial Progress has been made with regard to the MIRP including Orchard Farm roundabout and OBC preparation has commenced. A steering group has been established with PDS, NLC and SE to share information, explore funding arrangements and prepare 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 Summer 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 potential investment partners. **Interest from Rail and haulage industry is growing. Mossend Rail Freight/PDS alongside Glasgow Airport and Peel Ports are involved in Greenport bid - Partners and GCR to make financial contribution to preparing the bid supported by consultants. Currently delayed until post Scottish Elections (6 May 21).** 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.

18.13 Gartcosh/Glenboig Community Growth Area Project (NLC) (Complete)

18.13.1 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. Remaining defects at the SUDS basin are undertaken by others out with the main contract. Ecological monitoring of mitigation measures (5 years monitoring) for the new link road continues. **Further work is required to complete a Scottish Water main diversion and address drainage issues highlighted by key stakeholders. These are being taken forward separately with the Scottish Water main diversion works in progress.**

18.14 Pan Lanarkshire Orbital Transport Corridor Project (NLC) (Green)

18.14.1 The £215,696,493 City Deal and NLC funded Pan Lanarkshire Orbital Transport Corridor Project focuses on improving orbital and Pan-Lanarkshire connections across the City Region with the aim of realising opportunities for commercial and housing development at the Ravenscraig site. Project consists of 3 components:

- The Ravenscraig Infrastructure Access (RIA) seeks to improve access from: the M74 into Ravenscraig with a new dual carriageway and new road crossing of the West Coast Main Line railway; and from Ravenscraig to the M8 through 3.4km of dualling of the existing A723/B799 from Merry Street / New Craig Road roundabout and a new footbridge at Legbrannock. The RIA OBC was approved by Committee on 27th August and GCRC Cabinet on 6th October 2020. In terms of progress, the planning application has been submitted and GRIP stages 3 and 4 with NR and BAM Nuttall have been completed. Committee approval has been secured to moved to GRIP 5 and 6 (pre construction design and construction) and subject to Planning consent works will commence in Spring 22. Committee approval has been secured to award GRIP 5 and 6 (detailed design and delivery)

and subject to Planning consent and other approvals an FBC will be submitted in November 21 and enabling works commencement. ***Design development of the WCML crossing and network planning by Network Rail including completion of all GI/SI are ongoing. Detailed design development for proposals for RIA South and preparation of planning application is progressing.***

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. ***On 29 January 2021 the Cabinet Secretary for Health and Sport approved that the new state of the art digital University Hospital Monklands would be located at Wester Moffat, east of Airdrie. It is the intention of the Monkland Replacement Hospital (MRP) team that an outline business case is submitted to the Scottish Government later in 2021.*** Formal opening remains on target for September 2026, with Stage 2 options development options assessment, economic modelling concluded and procurement of professional services commission for Stage 3 onwards progressing. ***Ground Investigation procurement progressed: tenders returned and tender evaluation near complete.*** 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. ***It should be noted that the current programme (beyond OG&A) is predicated on an assumed procurement route for the follow on Stage 3 onwards professional services commission and the availability of resource for the anticipated delivery programme***
- Motherwell Town Centre Interchange Project seeks to upgrade and reconfigure the infrastructure around Motherwell train station to improve access and better facilitate intermodal passenger transport. The design has been developed in consultation with Scotrail, who are upgrading Motherwell Station, to ensure an integrated design and delivery programme. Progress has continued to be made on the Motherwell Rail Station project, led by ScotRail, but ***programme delays have however been encountered within Phase 2 of the station works. This will impact on the start date for the Muir Street interchange works by NLC, due to the interdependencies between the contracts and on the target dates for submission of the FBC as detailed within Change Control 210407_NLC_CH0026 (MA ref NLC -MTC – 3) accompanying this submission. The FBC approval target date has been postponed to Sept '21 (from May '21, + 4 months), construction commencement date revised to December '21 (from September '21 + 3 months) and construction completed date revised to July 2022 (from March '22, + 4 months). This will continue to be monitored through regular dialogue with ScotRail and their contractor and options explored which may enable programme gains to be made. NLC procurement process is underway. Priorities for the upcoming quarter include concluding the procurement process, finalising integrated***

programme discussions with ScotRail and concluding remaining technical approvals required.

18.15 Clyde Waterfront and Renfrew Riverside Project (RC) (Green)

18.15.1 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 provision for walking and cycling and will enable improved public transport links. Following FBC approval at RC Leadership Board (24th February) and City Deal CEG (25th February) the recommendation to award the contract was approved at RC Finance, Resources and Customer Services Policy Board. ***The contract has now been awarded with construction start July 2021.*** All land required for the project has now been secured. As previously reported all planning conditions for GCC and WDC have now been signed off by GCC and WDC to allow site start, work continues with the RC teams to clear conditions. 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, this is being chased by the Consultant on RC's behalf.

18.16 Glasgow Airport Investment Area Project (RC) (Green)

18.16.1 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. As previously reported 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”. Testing and repair of the Black Cart Cycleway Bridge continues at Millers Bridge Fabricators facility, with sections of the bridge returning to site as they are satisfactorily repaired and/or inspected. A revised programme for the bridge installation has still to be fully determined and is dependent on completion of all testing and repair works, obtaining the necessary orders and permissions and agreement of additional airport closures. Timeline has been flagged as amber within the PMO quarterly report as there is a risk that the May 2021 project completion date (change control GAIA-CR003) will not be achieved. A change control will be submitted for consideration retrospectively once the updated programme has been received from the contractor and reviewed and approved by our project manager. With consideration to new lockdown

measures Wills Bros continue to implement COVID safety protocols and keep these under review.

18.17 Cathkin Relief Road (SLC) (Amber)

18.17.1 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. Remaining complementary works have now been 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 SLC has spent around £14.7m leaving circa £1.3m for remaining noise insulation / compensation claim / monitoring etc.

18.18 Greenhills Road Project (SLC) (Amber)

18.18.1 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. Current programme has a planned completion of July 2021 **and contractual completion of mid May 2021. These dates have slipped from previous update due to the significant weather related disruption experienced since the start of calendar year.** Significant Covid19 related costs are under discussion and we continue to work with Wills Bros to better understand and minimise these direct and indirect costs. Project outturn scenarios are being discussed. Risks will remain on this project as the industry responds to Covid19 and as we exit 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.

18.19 Stewartfield Way / East Kilbride Sustainable Transport Capacity Enhancements Project (SLC) (Amber)

18.19.1 The £62.2m City Deal funded Stewartfield Way Project is designed to enhance the transport network and free up capacity to allow economic development at associated sites in the area. The scope of the project is focussed between the junction with the A726, Glasgow Southern Orbital, to the junction with the A725 trunk road, east of Whirlies Roundabout. **The project has gone further development taking into account: review of project costs, Green Book compliance, National Transport Strategy, consideration of community consultation and emerging climate emergency issues. The augmented / review SBC has been prepared**

and was approved by the Council's Executive Committee on 10 March 2021. It is being considered by CEG on 19 May 2021 and Cabinet 1 June 2021. No significant Covid19 delays been encountered in terms of progress on this project to date, however programme timescales may require to be extended to allow greater time to fully consider the impacts of changing / evolving Covid19 related travel demands and potential phased delivery of elements. The milestones will be updated above for the next PSR at the end of June, however indicative dates are as follows: Initial project development work during Winter 2020/21, Completion / approval of augmented SBC around Spring 2021, Completion / approval of OBC around Winter 2021/22, Detailed project development work between Spring 2021 to 2024, Planning consents / other approvals between Spring 2021 to 2024, Completion / approval of FBCs between Spring 2022 to 2024, Phased Procurement between Winter 2021 to Winter 2025, Phased Construction between 2022 to 2025, Project Monitoring ongoing to 2035.

18.20 Community Growth Areas (SLC) (Amber)

18.20.1 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.

- 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 project was completed on time and to budget and is currently fully operational providing access to an area of the CGA to encourage earlier development.**
 - The Strathaven Rd/ Woodfoot Rd Transport Corridor sub-project is currently fully operational providing access is providing access for an estimated 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 Primary School Extension project is currently undergoing design work with Planning Consent in place and tender return scheduled to be completed by 16 April 2021. **The intention is now to obtain FBC approval in Apr 2021 and commence work at the site in May 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.
- 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, ***survey works on bridge regarding the capacity for expansion and greater traffic concentration has now been completed and it is anticipated that a tender will be issued and returned by Mar 22. All desktop design and planning works continuing.***
- Newton CGA. The combination of the four Newton CGA interventions; Westburn Roundabout, Newton Farm Primary School, Sustainable Transport and Newton Park & Ride is reducing risk and providing greater confidence in an investment return for housing developers, enabling development within 14 years compared to the 22-year timeline in the absence of intervention.
 - Newton Farm Primary School was completed on time and within budget providing a key selling point for the new housing development. Demand for school places has been greater than anticipated with its popularity attracting families with children to the CGA and supporting the faster than planned development of the housing delivery. ***The school has been a popular choice for families particularly with the nursery and community wing all in one location. This integration is helping support the faster than planned development of the site.***
 - 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. The Jackton Primary School ***involves the creation of a new 18 classroom school with associated accommodation including a synthetic pitch and separate toilet block.*** Tender return has been achieved however ***meetings with the consortium of housing developers are taking place to confirm their development and sales strategy as we move forward. The alterations to the project scope will be the subject of a Change Control Notice. The developer started work at EK late 2019 on putting in infrastructure with the intention of having houses ready for occupation in late 2020. This was delayed due to Covid-19, however work is underway on infrastructure provision and homes are now being completed on site. The final business case is planned for submission to the PMO on Nov 2021. At present these are planned dates and will be subject to review once the retendering exercise for the school has completed over the Summer 2021.*** 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).

18.21 Exxon Site Development Project (WDC) (Amber)

18.21.1 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.***

18.22 Airport Access Project (Amber)

18.22.1 The Glasgow Airport Access Project was one of the two Regional Projects of the Glasgow City Region City Deal (GCRCD), but a decision was taken by the Cabinet to pause this and undertake a Metro Feasibility Study (MFS) for a comprehensive transport solution which could galvanise support for improved inter and intra-regional connectivity. A previous update provided to the Glasgow City Region Chief Executives Group in August 2020, outlined the touch points within the local, regional and national transport policy frameworks and identified the opportunities and alignment with other national initiatives and strategic reports. It also set out the governance approach adopted for the feasibility study, plans to appoint a consultant to provide expert skills to prepare tender documents to support the development of the study, and the establishment of a Metro Strategic Advisory Group to develop a collaborative approach with other organisations. A report was

provided to the Glasgow City Region Cabinet on 6 April 2021 to highlight progress made to develop a Metro Feasibility Study into a Glasgow Region Metro.

The multi-disciplinary team, led by Glasgow City Council has been working closely with key stakeholders to reflect on and develop a common definition and aspiration for what a Metro system is, what it can look like and what it can deliver for the City Region.

This initial strategic appraisal which will take a holistic, multi-modal approach, has arisen due to recent developments within the transport landscape and the findings of Glasgow's Connectivity Commission. Plans to develop a Glasgow Metro were boosted further recently after proposals were included as part of Transport Scotland's Strategic Transport Review (STPR2) Phase 1 - with a commitment to working with the feasibility study team and Regional partners to develop the Strategic Business Case for the Metro concept.

Steer Group have since been appointed as the feasibility study's transport specialist and will create a visionary brochure to appropriate technical evaluation criteria and participate in the evaluation panel of the main feasibility study consultant.

Jacobs UK Ltd will support two accelerated work packages around the development of an economic narrative, and the options for transport governance/operator model ahead of appointing the main feasibility study consultant; whilst E-Rail Ltd will undertake a third accelerated work package on an early stage evaluation study into land value capture. **Initial report expected by end March 2021.**

The south-west corridor route has been selected as the initial test route to analyse potential routing options, map available data, identify data set gaps and test sensitivity analysis on data sets. The Metro project team has also engaged with Renfrewshire Council's planning team to assess options to incorporate aspirations for improved connectivity for key employment zones such as the Advanced Manufacturing Innovation District (AMID) as well as Glasgow Airport.

In addition to research and benchmarking work, there has been considerable stakeholder engagement activity at local, regional and national level to progress the development of the feasibility study by exploring potential synergies as well as overlapping agendas, and to facilitate discussions and promote understanding around the challenges and opportunities that an integrated transport system can offer to the City Region. **The GCC project team have been offered additional funding of £160k as part of the Scottish Government's Regional Recovery Plan to accelerate a number of work packages to support the feasibility assessment. Funding conditions to be reviewed and agreed by GCR PMO. Accelerated procurement exercise using the Scotland Excel Engineering Consultancy Framework (Transport) for Economic Narrative and Transport Governance & Operator Model work packages being progressed.**

The MFS submitted a joint funding bid (with Public Health Scotland) for £300k to CEG for a Maximising the Health, Wellbeing and Economic Benefits Generated by Glasgow City Region's Capital Investment Programme. Shortlisted projects will be advised shortly. Deadline to submit full applications will be 7 May 2021 and final decisions Jul 2021.

Local, Regional and National Transport Strategies have been delayed and therefore work continues to align with Transport Scotland and SPT to ensure to identify the perceived challenges and opportunities which improvements to the existing Transport 'offer' could address by aligning LTS / NTS and RTS. The definition of the connectivity problems of what requires to be resolved needs to be defined in these strategies and added to the Metro feasibility study to resolve. LTS (Case for Change) and RTS (Issues Report) - require to be

captured accepting that these are still in development and therefore closer working with these teams are required.

18.23 Tontine Project (GCC) (Green)

18.23.1 The following update has been provided by GCC in relation to the Tontine project: 'Due to Covid-19, Tontine closed on 20th March 2020 and has yet to re-open. Four members have left after deciding to reduce their office footprint – these are businesses that are Headquartered outside of Glasgow. The remaining 25 members have all indicated that they would like to return once the facility re-opens. As the building has been closed and there has been no business support offer, year 4 reporting was not completed.'

18.24 Medicity Project (NLC) (Completed))

18.24.1 The MediCity project received 5 years of revenue funding from 2015 from both the Council and Scottish Enterprise has concluded and the final performance against targets was reported in the previous Quarterly Performance Report. It should be noted that on 26th April 2021 it was announced that Biocity Group, owner of Medicity, has been acquired by Trinity Investment Management and Harrison Street Real Estate Capital as part of a pre-existing joint venture.

18.25 Imaging Centre of Excellence (Green)

18.25.1 An update on the ICE project has been provided to the PMO and the key outcomes are listed below with short summary of impacts.

Imaging Centre of Excellence KPIs Summary					
ICE Imaging Systems	2017	2018	2019	2020	Cumulative
CT Research	483	554	658	528	2,223
3T MRI Research	595	1,106	919	536	3,156
7T Research	8	47	28	26	109
CT Clinical	1482	70	170	213	1935
3T MRI Clinical	346	76	69	103	594
All Scans	2914	1,853	1844	1406	8,017
ICE Research Papers	92	100	122	130*	446
% in Top 10%	22%	37%	34%	36%*	
Research Income (Core ICE researchers)	£2,137,475	£3,301,438	£7,217,058	£6,298,523	£18,954,494
Major Strategic Grants enabled (iCAIRD, Living Lab)		£15,800,000		£38,000,000	£53,800,000

ICE Building Occupancy (@193 FTE Capacity * 2020 est.)	18%	21%	55%	78%-90% *	
Tenants on site	1	7	12	14*	

18.25.2 Since March 2020, Covid has impacted on operations of the facility and while the 7T scanner research facility was closed down completely from mid-March to August due to COVID lockdown, the 3T MRI scans continued. At the end of 2020, activities in the facility supported the creation of 446 research papers. At the end of 2020, the Principal Investigators associated with ICE achieved over £18.9 million of research income secured.

18.25.3 Physical occupancy of the building by researchers and industry users was affected by lock-down with only essential staff located on site. However, space within the ICE building plays a significant role in supporting NHS training, companies and teaching displaced by the Scottish Lighthouse laboratory in the nearby University Teaching and Learning building.

18.25.4 Summary: ICE has continued to perform well despite the impact of the COVID 19 pandemic in 2020. Occupancy has significantly reduced but is recovering as is scanner usage of the 7T MRI system. In contrast both research publication output and imaging activity in ICE have all held up remarkably well. Finally, research income has shown an outstanding level of growth since 2017 which has now been maintained at over £6 million per annum for two years. The ICE building has played an important part in indirectly supporting the Lighthouse laboratory and in securing the UKRI strength in places Living Laboratory in Glasgow.

18.26 Working Matters (Successor Project) (Completed)

18.26.1 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) and the allocation of the small amount of used DWP grant to the 7 Member Authorities who participated in the Working Matters Successor Programme. A final financial report on the grant will be included in the Q1 2021/22 QPR.

19. CITY DEAL ANNUAL IMPLEMENTATION PLAN UPDATE

19.1 Annual Implementation Plan Status

19.1.1 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 action is included at Appendix 10 with updates for the period marked in bold italic font.

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

Table 2: AIP Status Summary as at 14/05/21

SUMMARY	City Deal Actions		RES Actions		Total Actions	
Red	1	(1%)	0	(0%)	1	(1%)
Amber	6	(8%)	2	(4%)	8	(7%)
Green	12	(17%)	9	(19%)	21	(18%)
Complete	50	(70%)	4	(8%)	54	(45%)
Superseded	1	(1%)	31	(65%)	32	(27%)
Future	1	(1%)	2	(4%)	3	(3%)
	71		48		119	

19.1.3 Monitoring shows that, at 14/05/2021:

- Of the 71 City Deal actions within the AIP, the majority are progressing as planned, have already been completed and only 1 is a 'Future' action. 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.

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	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		F	n/a		G	G	F	F	Jul 2023	Dec 2026
	Bishopbriggs Relief Road/Westerhill Masterplan - BRR5/ Westerhill	F	n/a	F	G	G	F	F	TBC	TBC
	A803 Sustainable Travel Corridor	F	n/a	F	G	G	F	F	TBC	TBC
	Bishopbriggs Town Centre Regeneration – Public Realm/ Business Incubation Space	F	n/a	F	G	G	F	F	TBC	TBC
East Renfrewshire Council										
2. M77 Strategic Corridor			n/a		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	G	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					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	G	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		A	A	A	A	various	various

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	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	C	A	24/05/2017	01/07/2018
5. City Centre Enabling Infrastructure Integrated Public Realm						A	A	A	A	various	various
	FBC1: Sauchiehall Street West Phase 1				C	C	C	C	A	01/12/2017	01/05/2019
	Block A - Argyle St West (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	C	C	C	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						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	C	C	C	A	23/05/2019	Apr 2021
	FBC 3: Hillington/Cardonald SWMP - Phase 1 Moss Heights/Halfway Community Park	C	C	C	C	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
	Drumchapel SWMP				C	A	A	A	A	30/01/2020	Mar 2021

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	FBC dates	End of construction
	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						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				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	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
	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

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	FBC dates	End of construction
	Improving Connectivity between GU and QEUH- Active Travel Route (South)				F	F	F	F	F	Jun 2022	Dec 2023
Inverclyde Council											Dec 2026
8. Inchgreen		C	F	n/a	F	G	A	G	F	Mar 2021	TBC
9. Ocean Terminal				n/a		A	G	A	A	various	TBC
	Marine Works	C	C	C	C	C	C	C	G	29/05/2019	TBC
	Terminal Building			F	C	A	G	A	A	28/11/2019	
10. Inverkip		C	C	F	F	G	A	A	G	26/08/2021	various
North Lanarkshire Council											Aug 2016
11. A8 M8 Corridor Access Improvements			n/a	n/a		G	G	G	G	various	Mar 2019
	Eurocentral: Park & Ride/Share	C	F	n/a	F	G	G	G	G	Oct 2022	Mar 2023
	Orchard Farm Roundabout		F	n/a	F	G	A	G	G	Dec 2021	Apr 2020
12. Gartcosh/Glenboig Community Growth Area						C	C	G	G	various	Jan 2025
	Glenboig Link Road - FBC 1	C	C	C	C	C	C	G	G	18/10/2016	Nov 2025
	Glenboig Link Road - FBC 2				C	C	C	G	G	30/12/2016	Apr 2024
13. Pan Lanarkshire Orbital Transport Corridor			n/a	n/a		G	G	G	G	various	
	RIA - FBC WCML Crossing			n/a	F	G	G	G	F	Oct 2021	various
	RIA - New Dual Carriageway Rav to Motherwell			n/a	F	G	G	G	F	Oct 2022	Nov 2017
	RIA - Dualing of A723 Rav to M8	C		n/a	F	G	G	G	F	Jul 2023	Jan 2020
	RIA - Dualing of Airbles Road and Jnct improvements			n/a	F	G	G	G	F	Jan 2024	Jul 2019
	East Airdrie Link Road		F	n/a	F	G	G	G	G	Feb 2024	Jun 2019
	Motherwell Town Centre Interchange		C	C	F	G	A	G	G	May 2021	May 2022
Renfrewshire Council											Apr 2020
14. Clyde Waterfront and Renfrew Riverside (CWRR)		C	C	C	C	G	G	G	G	25/02/2021	Sep 2021
15. Glasgow Airport Investment Area (GAIA)		C	C	C	C	G	G	G	G	28/03/2019	Jul 2020
South Lanarkshire Council											Aug 2023
16. Cathkin Relief Road		C	C	C	C	C	C	G	A	23/05/2019	Aug 2023
17. Greenhills Road		C	C	C	C	G	A	A	A	30/08/2018	Aug 2023
18. Stewartfield Way Transport Capacity		C	F	n/a	F	A	A	G	A	Apr 2022	various
19. Community Growth Area		C	C	C		G	A	G	A	various	Sep 2023
19a. Community Growth Area (GCA) - Newton										various	14/08/2022
	Newton CGA Park and Ride					C	C	C	A	24/05/2017	01/08/2020
	Newton Farm Primary School	C	C	C		C	C	C	A	03/02/2016	Sep 2023
	Westburn Roundabout					C	C	C	A	29/11/2018	18/04/2020
	Sustainable Transport Intervention				F	F	F	F	F	28/01/2021	01/07/2018

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	FBC dates	End of construction
19b. Community Growth Area - Hamilton										various	various
	FBC1: Woodhead Primary School Extension				C	C	C	C	A	02/08/2018	01/05/2019
	FBC2: Highstonehall Road Upgrade Works				C	C	C	C	A	29/11/2018	Oct 2023
	FBC3: Woodfoot Road Transport Corridor Improvements				C	C	C	C	A	25/04/2019	Jan 2026
	FBC4: Woodfoot Road/Wellhall Road Junction				F	F	F	F	F	25/11/2021	Jan 2026
	FBC5: Wellhall Road/Hillhouse Road Junction				F	F	F	F	F	25/11/2021	Dec 2026
	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions				F	F	F	F	F	Apr 2022	Nov 2023
	FBC7: Calderside Academy				F	F	F	F	F	Feb 2022	Jun 2023
19c. Community Growth Area - Larkhall										various	Jun 2023
	Holy Cross High Extension				F	F	F	F	F	Feb 2022	Aug 2023
	Glengowan Primary School Extension				F	G	G	G	A	22/04/2021	Nov 2026
	Larkhall Nursery Extension				F	G	G	G	A	26/11/2020	Jan 2028
	Merryton Roundabout & Link Road				F	F	F	F	F	Nov 2021	Oct 2028
	A72 Lanark Road / M74 Signalisation				F	G	G	G	A	29/07/2021	Dec 2028
	M74 Works				F	F	F	F	F	Apr 2023	Dec 2028
	Community Facility				F	F	F	F	F	Feb 2022	Oct 2028
19d. Community Growth Area - East Kilbride										various	Mar 2025
	Park and Ride Facility - Hairmyres				F	F	F	F	F	Apr 2023	Dec 2028
	New Primary School (Phase 1) - Jackton				F	G	G	G	A	25/11/2021	16/06/2019
West Dunbartonshire Council											
20. Exxon Site Development Project		C	C	C	F	G	A	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: PROJECTS MILESTONE DATES

Key:

Complete	Date missed and not restated	Coming up deadlines (to March 2022)
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Member Authority	Main Project	Sub Project	SBC Cabinet Approval Date	OBC Cabinet Approval Date	Augmented OBC Cabinet Approval Date	OBC Cabinet Consolidated (*)	FBC CEG Approval Date	FBC Cabinet Approval Date	Papers Submission Deadline	Award of Contract	Construction Start	Construction End	Formal opening
Infrastructure Projects													
EDC/SPT	1. Place and Growth Programme		11/02/2020	01/05/2023	n/a	01/05/2023	01/07/2023	02/08/2023	various	TBC	Sep 2023	Dec 2026	TBC
		Bishopbriggs Relief Road/Westerhill Masterplan - BRR5/ Westerhill					TBC	TBC	TBC	TBC	TBC	TBC	TBC
		A803 Sustainable Travel Corridor					TBC	TBC	TBC	TBC	TBC	TBC	TBC
		Bishopbriggs Town Centre Regeneration – Public Realm/ Business Incubation Space					TBC	TBC	TBC	TBC	TBC	TBC	TBC
ERC	2. M77 Strategic Corridor		23/06/2015	18/08/2015	various	various	various	various	various	various	various	various	various
		Levern Works			12/02/2019	12/02/2019	18/08/2015	18/08/2015	Sep 2015	Oct 2015	Nov 2015	Aug 2016	Aug 2016
		Business Boost			as above	as above	30/11/2017	n/a	Feb 2018	Mar 2018	Mar 2018	Mar 2019	Jan 2020
		Aurs Road Realignment			09/04/2019	09/04/2019	25/11/2021	n/a	15/10/2021	Jan 2022	Mar 2022	Mar 2023	Mar 2023
		Balgraystone Road			as above	as above	28/03/2019	n/a	Feb 2019	May 2019	Jun 2019	Apr 2020	Oct 2020
		New Railway Station and allied works			Jan 2022	Jan 2022	Sep 2023	n/a	15/10/2021	May 2023	Oct 2023	Jan 2025	Jan 2025
		Levern Valley Link			Oct 2023	Oct 2023	Sep 2024	n/a	Aug 2024	Oct 2024	Nov 2024	Nov 2025	TBC
		Dams to Darnley Visitor Facilities			07/12/2021	07/12/2021	Dec 2022	n/a	15/10/2021	31/02/2023	Apr 2023	Apr 2024	Jul 2024
GCC	3. Canal and North Gateway		18/08/2015	15/12/2015	11/12/2018	11/12/2018	various	various	various	various	various	various	various
		FBC1: Sighthill: Remediation (Contract 1)					15/12/2015	15/12/2015	Nov 2015	Dec 2015	Dec 2015	Nov 2017	TBC
		FBC 2: Sighthill Remediation (Contract 2)					18/10/2016	18/10/2016	Sep 2016	Mar 2017	Mar 2017	Jan 2020	TBC
		FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill					29/03/2018	10/04/2018	Feb 2018	Apr 2018	Jun 2018	Jul 2019	COMPLETE
		FBC4: NGIWMS					29/03/2018	10/04/2018	Feb 2018	Jun 2018	Jun 2018	Jun 2019	TBC
		NGIWMS: Cowlairs Link					20/05/2021	n/a	09/04/2021	Aug 2020	May 2021	May 2022	Jul 2021
		FBC 5: North Canal Bank Street / Landscape Link					29/05/2019	n/a	Apr 2019	May 2019	Jun 2019	Apr 2020	TBC
		FBC 7: Sighthill M8 Pedestrian Bridge					30/01/2020	n/a	13/12/2019	Jan 2020	Mar 2020	Sep 2021	Sep 2021
		FBC 6: Speirs Lock: Garscube Toll & Links					28/11/2019	n/a	25/10/2019	Dec 2019	Dec 2019	Jul 2020	Jul 2020
		Port Dundas: Dobbies Loan					Aug 2022	n/a	Jul 2022	May 2020	Aug 2022	Aug 2023	May 2021
		Port Dundas: Pinkston Access and Remediation					Aug 2022	n/a	Jul 2022	Sep 2020	Aug 2022	Aug 2023	Sep 2021
		Cowlairs: Remediation & Servicing					Aug 2022	n/a	Jul 2022	Mar 2021	Aug 2022	Aug 2023	Mar 2022
		GCC					4. Collegelands Calton Barras		18/08/2015	12/04/2016	11/12/2018	11/12/2018	various
Improving Public Transport: High St Station	20/01/2022		n/a	10/12/2021	Aug 2020	Mar 2022		Sep 2023					Feb 2021
Meat Market Roads and Infrastructure	29/07/2021		n/a	18/06/2021	Oct 2019	Aug 2021		Aug 2022					Feb 2021
FBC 2: Meat Market Site Remediation	20/06/2019		n/a	May 2019	Jun 2019	Jun 2019		Aug 2020					Oct 2019
CBAP: Development Deficit Grant Scheme	20/01/2022		n/a	10/12/2021	Feb 2021	Jan 2022		Sep 2023					Jan 2022
FBC 3: Junction Improvements	20 Jun 2019		n/a	1 May 2019	27 Jun 2019	27 Jun 2019		18 Apr 2020					TBC
FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1	24/05/2017		06/06/2017	Apr 2017	Jan 2018	Jan 2018		Jul 2018					Aug 2019
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm		18/08/2015	13/12/2016	11/12/2018	11/12/2018	various	various	various	various	various	various	various
		FBC1: Sauchiehall Street West Phase 1					01/12/2017	n/a	Nov 2017	Dec 2017	Jan 2018	May 2019	May 2019
		Block A - Argyle St West (M8-Hope Street)					23/09/2021	n/a	13/08/2021	May 2020	Oct 2021	Oct 2023	Apr 2022
		Block A - Argyle St East (Hope Street-Glasgow Cross)					Aug 2023	n/a	Jul 2023	Oct 2020	Nov 2023	Jan 2026	Sep 2022
		Block A - St Enoch's Square - Dixon Street					Aug 2023	n/a	Jul 2023	Oct 2020	Nov 2023	Jan 2026	Sep 2022
		Block A - Bath Street East-Cathedral Street					Jan 2025	n/a	Dec 2024	Mar 2021	Apr 2025	Dec 2026	Feb 2023

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		Block A - Kyle Street - North Hanover Street					Dec 2021	n/a	Nov 2021	Mar 2021	Mar 2022	Nov 2023	Feb 2023
		Block A - The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)					23/09/2021	n/a	13/08/2021	Mar 2020	Oct 2021	Jun 2023	Sep 2021
		Block A - Sauchiehall Street Precinct					28/10/2021	n/a	17/09/2021	May 2020	Nov 2021	Jun 2023	Nov 2021
		Block B - Holland Street/Pitt St					25/11/2021	n/a	08/10/2021	Dec 2020	Feb 2022	Aug 2023	Jun 2022
		Block B - Elmbank Street & Elmbank Crescent					Feb 2025	n/a	Jan 2025	Dec 2020	May 2025	Nov 2026	Jun 2022
		Block B - Glassford Street/Stockwell Street					Nov 2025	n/a	Oct 2025	May 2021	Mar 2026	Jan 2028	Oct 2022
		Block B - Broomielaw/Clyde Street					Feb 2026	n/a	Jan 2026	Oct 2021	May 2026	Oct 2028	Sep 2023
		Block C - Hope Street					Jan 2027	n/a	Dec 2026	Jul 2022	Apr 2027	Dec 2028	Dec 2023
		Block C - International Financial Services District					Jan 2027	n/a	Dec 2026	May 2022	Apr 2027	Dec 2028	May 2024
		Block C - St Vincent Street					Sep 2026	n/a	Aug 2026	Dec 2022	Dec 2026	Oct 2028	May 2024
		Block C - John Street					Jul 2023	n/a	Jun 2023	May 2022	Oct 2023	Mar 2025	Apr 2024
		Block C - George Street					Oct 2026	n/a	Sep 2026	Dec 2022	Jan 2027	Dec 2028	Nov 2024
		Intelligent Street Lighting					29/03/2018	10/04/2018	Feb 2018	Feb 2018	Dec 2018	Jun 2019	Jun 2019
<u>GCC</u>	6. Metropolitan Glasgow Strategic Drainage Partnership		18/08/2015	16/02/2016	14/08/2018	14/08/2018	various	various	various	various	various	various	various
		FBC 1: Camlachie Burn					29/03/2017	11/04/2017	May 2017	Jun 2017	Jun 2017	Jul 2019	TBC
		FBC 2: Cardowan Surface Water Management Plan (SWMP)					02/08/2018	14/08/2018	May 2018	Jun 2018	Jul 2018	Sep 2019	TBC
		FBC 4: South East Glasgow SWMP					23/05/2019	n/a	May 2019	Jun 2019	Jul 2019	Apr 2021	Mar 2022
		FBC 3: Hillington/Cardonald SWMP- Phase 1 Moss Heights/Halfway Community Park					30/08/2018	n/a	Aug 2018	Aug 2018	Sep 2018	May 2019	May 2019
		Hillington/Cardonald SWMP - Ph 2					28/01/2021	n/a	18/12/2020	Jan 2021	Feb 2021	Nov 2021	May 2021
		Hillington/Cardonald SWMP - Ph 3					28/10/2021	n/a	17/09/2021	Mar 2020	Nov 2021	Jul 2022	May 2021
		FBC 5: Garrowhill/Ballieston SWMP					29/08/2019	n/a	Jul 2019	Aug 2019	Sep 2019	Nov 2022	Nov 2022
		Drumchapel SWMP					30/01/2020	n/a	13/12/2019	Feb 2020	Mar 2020	Mar 2021	Mar 2021
		Cockenzie St SWMP					17/06/2021	n/a	07/05/2021	May 2020	Jul 2021	Mar 2022	Jan 2023
		Fullerton Avenue SWMP					Feb 2023	n/a	Jan 2023	May 2020	Jul 2022	Mar 2023	Jan 2023
		Eastern Springburn SWMP					22/04/2021	n/a	12/03/2021	May 2020	Jun 2021	Feb 2022	Jan 2023
		High Knightswood/Netherton SWMP					17/02/2022	n/a	07/01/2022	May 2020	Mar 2022	Nov 2022	Jan 2023
<u>GCC</u>	7. Clyde Waterfront West End Innovation Quarter		18/08/2015	12/04/2016	11/12/2018	11/12/2018	various	various	various	various	various	various	various
		Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm					26/08/2021	n/a	16/07/2021	Sep 2021	Sep 2021	Apr 2023	Jan 2022
		Develop. Econ. Role of GU - University Avenue and Campus Connections					Mar 2023	n/a	Feb 2023	Feb 2022	Apr 2023	Apr 2024	Jan 2023
		Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge					Oct 2022	n/a	Sep 2022	Nov 2020	Nov 2022	Nov 2023	Nov 2021
		Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link					Sep 2023	n/a	Aug 2023	May 2022	Sep 2023	Sep 2024	May 2023
		Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link					Apr 2022	n/a	Mar 2022	May 2021	May 2022	May 2023	May 2022
		Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge					Sep 2023	n/a	Aug 2023	May 2022	Oct 2023	Oct 2024	May 2023
		Investing in the Strategic Road Network to Unlock Development (M8 Jct19)					Feb 2023	n/a	Jan 2023	Jun 2022	Feb 2023	Feb 2024	Jun 2023
		Develop. Econ. Role of Queen Elizabeth University Hospital (QEUH) and Adjacencies - Development Deficit Funding 1					Jun 2022	n/a	May 2022	Aug 2020	Jul 2022	Dec 2023	Feb 2022
		Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 2					17/06/2021	n/a	07/05/2021	Feb 2021	Aug 2021	Aug 2023	Aug 2022
		Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3					Jun 2022	n/a	May 2022	Aug 2020	Jul 2022	Dec 2023	Jan 2022
		Developing the Economic Role of QEUH and Adjacencies - Access Improvements					Jun 2022	n/a	May 2022	Sep 2020	Jul 2022	Dec 2023	Mar 2022
		Developing the Economic Role of Yorkhill Hospital Site					Aug 2023	n/a	Jul 2023	Oct 2020	Aug 2023	Aug 2024	Oct 2021
		FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South)					29/03/2018	10/04/2018	Mar 2018	Apr 2018	Apr 2018	Apr 2019	COMPLETE

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		CGAP Development Deficit Funding – Commercial Floorspace 1					25/02/2021	n/a	15/01/2021	Feb 2021	Feb 2021	Feb 2022	Feb 2022
		FBC 2: CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor)					20/06/2019	n/a	01/05/2019	Jun 2019	Jun 2019	Jun 2020	TBC
		Access and Integrity of Waterfront The Briggait/Lancefield Quay					Apr 2023	n/a	Mar 2023	Sep 2020	May 2023	Nov 2024	Sep 2021
		Access and Integrity of Waterfront - Yorkhill Quay					Apr 2023	n/a	Mar 2023	Oct 2020	May 2023	May 2024	Oct 2021
		Access and Integrity of Waterfront - Windmillcroft Quay					28/10/2021	n/a	17/09/2021	Sep 2020	Nov 2021	Jun 2023	Sep 2021
		Access and Integrity of Waterfront - SEC - Active Travel					Mar 2023	n/a	Feb 2023	Apr 2021	Apr 2023	Apr 2025	Apr 2023
		Access and Integrity of Waterfront - Custom House Quay					Mar 2023	n/a	Feb 2023	Dec 2021	Apr 2023	Mar 2025	Dec 2023
		Access and Integrity of Waterfront - Calton Place					Mar 2023	n/a	Feb 2023	Dec 2021	Apr 2023	Mar 2025	Dec 2023
		Access and Integrity of Waterfront - Tradeston Phase 1					KR	n/a	09/12/2020	Oct 2020	Dec 2020	Nov 2021	Sep 2021
		Access and Integrity of Waterfront - Tradeston Phase 2					TBC	n/a	TBC	TBC	TBC	TBC	TBC
		Access and Integrity of Waterfront - Govan Graving Docks					Apr 2023	n/a	Mar 2023	May 2020	Apr 2023	Apr 2024	May 2021
		Improving Connectivity between GU and QEUH - Govan-Partick Bridge					17/06/2021	n/a	07/05/2021	Jul 2020	Aug 2021	Apr 2023	Sep 2021
		Improving Connectivity between GU and QEUH - Active Travel Route (North)					31/10/2019	n/a	20/09/2019	17/10/2019	Feb 2020	Oct 2020	Dec 2020
		Improving Connectivity between GU and QEUH- Active Travel Route (South)					Jun 2022	n/a	May 2022	Aug 2020	Jul 2022	Dec 2023	Aug 2021
IC	8. Inchgreen		12/02/2019	09/02/2021	n/a	09/02/2021	25/03/2021	n/a	18/12/2021	TBC	Apr 2021	Mar 2022	May 2022
IC	9. Ocean Terminal		20/10/2015	10/10/2017	various	various	various	various	various	various	various	various	various
		Marine Works			04/06/2019	04/06/2019	29/05/2019	04/06/2019	May 2019	Apr 2019	Jun 2019	Mar 2020	Jul 2021
		Terminal Building			10/12/2019	10/12/2019	28/11/2019	10/12/2019	25/10/2019	Dec 2019	Dec 2019	Apr 2022	Apr 2022
IC	10. Inverkip		20/10/2015	10/10/2017	09/02/2021	09/02/2021	26/08/2021	n/a	18/12/2020	Apr 2021	May 2021	Feb 2022	Jul 2021
NLC	11. A8 M8 Corridor Access Improvements		18/08/2015	various	n/a	various	various	various	various	various	various	various	various
		Eurocentral: Park & Ride/Share		07/12/2021	n/a	07/12/2021	Oct 2022	n/a	17/09/2021	Nov 2022	Nov 2022	Nov 2023	TBC
		Orchard Farm Roundabout		05/10/2021	n/a	05/10/2021	Dec 2021	n/a	16/07/2021	Sep 2020	Oct 2020	Mar 2021	TBC
NLC	12. Gartcosh/Glenboig Community Growth Area		18/08/2015	06/06/2016	09/04/2019	09/04/2019	various	various	various	various	various	various	various
		Glenboig Link Road - FBC 1					18/10/2016	18/10/2016	Sep 2016	Nov 2016	May 2017	Jun 2018	Aug 2018
		Glenboig Link Road - FBC 2					30/12/2016	13/12/2016	Nov 2016	Dec 2016	May 2017	Jun 2018	Aug 2018
NLC	13. Pan Lanarkshire Orbital Transport Corridor		18/08/2015	various	n/a	various	various	various	various	various	various	various	-
		RIA - FBC WCML Crossing		06/10/2020	n/a	06/10/2020	28/10/2021	n/a	17/09/2021	Nov 2021	Jan 2022	Mar 2023	TBC
		RIA - New Dual Carriageway Rav to Motherwell					Oct 2022	Nov 2022	Sep 2021	Nov 2022	Jan 2023	Jun 2025	TBC
		RIA - Dualing of A723 Rav to M8					Jul 2023	Aug 2023	May 2023	Aug 2023	Sep 2023	Dec 2025	TBC
		RIA - Dualing of Airbles Road and Jnct improvements					Jan 2024	Feb 2024	Dec 2023	Feb 2024	Mar 2024	Dec 2025	TBC
		East Airdrie Link Road		Feb 2022	n/a	Feb 2022	Feb 2024	n/a	Jan 2024	Mar 2024	Apr 2024	Sep 2026	TBC
		Motherwell Town Centre Interchange		10/04/2018	04/06/2019	04/06/2019	20/05/2021	n/a	09/04/2021	Jun 2021	Sep 2021	Mar 2022	Apr 2022
RC	14. Clyde Waterfront and Renfrew Riverside (CWRR)		23/06/2015	13/12/2016	14/08/2018	14/08/2018	25/02/2021	n/a	15/01/2021	Mar 2021	Jul 2021	Sep 2023	TBC
RC	15. Glasgow Airport Investment Area (GAIA)		23/06/2015	13/12/2016	11/12/2018	11/12/2018	28/03/2019	09/04/2019		Jun 2019	Jul 2019	May 2021	TBC
SLC	16. Cathkin Relief Road		18/08/2015	20/10/2015	04/06/2019	04/06/2019	23/05/2019	04/06/2019		Feb 2016	Apr 2016	Jan 2017	TBC
SLC	17. Greenhills Road		18/08/2015	18/10/2016	09/10/2018	09/10/2018	30/08/2018	09/10/2018		Nov 2018	Mar 2019	Feb 2021	TBC
SLC	18. Stewartfield Way Transport Capacity		18/08/2015	07/12/2021	n/a	07/12/2021	Apr 2022	n/a	15/10/2021	Apr 2024	May 2024	Mar 2026	TBC
SLC	19. Community Growth Area		18/08/2015	15/12/2015	various	various	various	various	various	various	various	various	various
SLC	19a. Community Growth Area (GCA) - Newton		18/08/2015	15/12/2015	14/08/2018	14/08/2018	various	various	various	various	various	various	various

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		Newton CGA Park and Ride					24/05/2017	06/06/2017		May 2017	Jun 2017	Dec 2017	TBC
		Newton Farm Primary School					03/02/2016	16/02/2016		Feb 2016	Feb 2016	Aug 2017	TBC
		Westburn Roundabout					29/11/2018	n/a		Dec 2018	Mar 2019	Sep 2019	TBC
		Sustainable Transport Intervention					28/01/2021	n/a	18/12/2020	May 2022	Aug 2022	Dec 2022	TBC
<u>SLC</u>	19b. Community Growth Area - Hamilton						various	various	various	various	various	various	various
		FBC1: Woodhead Primary School Extension					02/08/2018	14/08/2018		Aug 2018	Sep 2018	Aug 2019	TBC
		FBC2: Highstonehall Road Upgrade Works					29/11/2018	n/a		Aug 2018	Aug 2018	Apr 2019	TBC
		FBC3: Woodfoot Road Transport Corridor Improvements					25/04/2019	n/a		Apr 2019	Jun 2019	Dec 2019	TBC
		FBC4: Woodfoot Road/Wellhall Road Junction					25/11/2021	n/a	08/10/2021	Dec 2021	Dec 2021	Jun 2022	TBC
		FBC5: Wellhall Road/Hillhouse Road Junction					25/11/2021	n/a	08/10/2021	Dec 2021	Dec 2021	Jun 2022	TBC
		FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions					Apr 2022	n/a	Mar 2022	Apr 2022	Jun 2022	Mar 2023	TBC
		FBC7: Calderside Academy					Feb 2022	n/a	Jan 2022	Mar 2022	May 2022	Oct 2023	TBC
<u>SLC</u>	19c. Community Growth Area - Larkhall						various	various	various	various	various	various	various
		Holy Cross High Extension					Feb 2022	n/a	Jan 2022	May 2022	Jul 2022	Aug 2024	TBC
		Glengowan Primary School Extension					22/04/2021	n/a	12/03/2021	May 2021	May 2021	Feb 2022	TBC
		Larkhall Nursery Extension					26/11/2020	n/a	16/10/2020	Mar 2021	Mar 2021	Aug 2021	TBC
		Merryton Roundabout & Link Road					25/11/2021	n/a	08/10/2021	Dec 2021	Dec 2021	Aug 2023	TBC
		A72 Lanark Road / M74 Signalisation					29/07/2021	n/a	18/06/2021	Aug 2021	Aug 2021	Mar 2022	TBC
		M74 Works					Apr 2023	n/a	Mar 2023	May 2023	Jun 2023	Jun 2024	TBC
		Community Facility					17/02/2022	n/a	07/01/2022	Mar 2022	May 2022	Oct 2023	TBC
<u>SLC</u>	19d. Community Growth Area - East Kilbride						various	various	various	various	various	various	various
		Park and Ride Facility - Hairmyres					Apr 2023	n/a	Mar 2023	Apr 2023	Jun 2023	Mar 2024	TBC
		New Primary School (Phase 1) - Jackton					25/11/2021	n/a	08/10/2021	Dec 2021	Dec 2021	Jul 2023	TBC
<u>WDC</u>	20. Exxon Site Development Project		18/08/2015	11/04/2017	12/02/2019	12/02/2019	25/11/2021	n/a	08/10/2021	Mar 2021	May 2022	May 2024	TBC
<u>Reg Prj</u>	21. Airport Access (Regional Project)		15/12/2015	13/12/2016	10/12/2019	10/12/2019	Dec 2022	n/a	25/10/2019	Jan 2023	Feb 2023	Oct 2025	TBC
<u>Innovation</u>	-												
None	<u>ICE - Imaging Centre of Excellence</u>						17/03/2015	17/03/2015			complete	complete	
NLC	<u>Medicity</u>						17/03/2015	17/03/2015			complete	complete	
GCC	<u>Tontine</u>						15/10/2015	15/10/2015			complete	complete	
<u>Skills & Employment Projects</u>	-												
GCC	<u>Working Matters (Successor Programme)</u>						12/04/2016	12/04/2016			n/a	n/a	
GCC	<u>In Work Progression</u>						12/04/2016	12/04/2016			n/a	n/a	
RC	<u>Youth Gateway Guarantee</u>						06/06/2017	06/06/2017			n/a	n/a	

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 ⁱⁱ

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 to score 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. Further impacts to projects' productivity as a result of the January 2021 lockdown. <i>Further CCRs submitted for approval by June 2021 Cabinet.</i>	4	3	12	High	11/05/2021	↔
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 <i>2020/21</i> 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. <i>Q4 2020/21 returns received. Requested from MAs projected and profiled spend for 2021/22.</i>	3	3	9	Medium	12/05/2021	↔
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	11/05/2021	↔
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	Member Authorities are liaising directly with contractors regarding any changes to community benefit and the PMO continues to monitor delivery .	2	3	6	Medium	12/05/2021	↔

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 to score in period
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	3	9	Medium		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	3	6	Medium	12/05/2021	↔
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	12/05/2021	↔
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	12/05/2021	↔
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 June 2021 will include refreshed actions on business	3	2	6	Medium	12/05/2021	↔

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 to score in period
														engagement. Supplier Engagement Event being organised for June 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	PSG - Chair	3	4	12	High	Treat	The PMO has been engaging with the relevant MAs to address Audit report recommendation regarding use of Cenefits. Refreshed Buyers & Suppliers guidance provided to implement the consistent approach 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. MAs and Lead Officer Group provided with Pilot Progress Reports that identify the elements of the pilot that have and have not been implemented within each MA. Whilst some missing information for the annual community benefit update and the Q4 2020/21 Programme Summary was provided by those MAs who are not yet meeting minimum reporting requirements the issues with meeting the minimum reporting requirements have not yet been resolved, the PMO will continue to engage and provide support to those MAs for the Q1 2021/22 Report to the CEG and Cabinet.	3	2	6	Medium	12/05/2021	↔
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. Two business cases have been submitted for June 2021 Cabinet, as per agreed deadlines, for PMO appraisal.	2	2	4	Low	12/05/2021	↓
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	12/05/2021	↔

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 to score in period
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 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, alongside the GCR Climate Adaptation Strategy .	2	2	4	Low	11/05/2021	↔
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	11/05/2021	↔
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	12/05/2021	↔
CLOSED RISKS THIS PERIOD																				
None																				

Appendix 4: PROGRAMME ISSUES LOG

Issue Ref:	Date Raised	Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholder
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
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-19 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 Regional Partners
is_0037	15/01/2021	Reporting	PMO-Director of Regional Economic Growth	PSG Chair	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 in turn not following PMO Assurance Framework procedures. 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.	Audit Recommendation: The PMO must ask relevant senior officers with the Member Authority to utilise the Cenefits system by ensuring that all contracts and the community benefits associated with them are logged on the system in order to enable more effective and consistent monitoring, management and reporting of Community Benefits across the City Deal programme. 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 and raised at 18/03/2021 meeting. The extent to which each MA is using Cenefits for managing community benefits through City Deal contracts has been captured within the 2nd review of Cenefits system carried out by the Intelligence Hub with no further change.	PMO

Appendix 5: GCR CITY DEAL CONTRACT AND COMMUNITY BENEFIT OUTCOME PROGRAMME SUMMARY

GCR City Deal Contract and Community Benefit Programme Summary to Q4 2020/21 (up to end March 2021)									
Total City Deal Contract Awards	Under £50,000		Over £50,000		Total (ALL)		Previous Reporting Period Totals	Difference in Period	
Number of Contracts Awarded to Date	256		157		413		394	19	
Value of Contracts Awarded to Date	£4,615,488		£238,700,552		£243,316,040		£230,532,253	£12,783,787	
Number with Contractual Community Benefit	22		111		133		125	8	
Value with Contractual Community Benefit	£555,973		£227,035,076		£227,591,049		£214,416,941	£13,174,108	
Number with Voluntary Community Benefit	26		11		37		35	2	
Value with Voluntary Community Benefit	£674,780		£4,754,439		£5,429,219		£5,429,219	£0	
Number with No Community Benefit	210		37		247		236	11	
Value with No Community Benefit	£3,384,735		£6,911,037		£10,295,772		£10,686,093	(£390,321)	
Tier 1 Supplier Contract Awards	Number	Value	% of Total Number	% of Total Value			Previous Reporting Period % of Total Value	% of total value - Difference in Period	
Contracts Awarded to Local Company	253	£116,173,855	61%	48%			47%	1%	
Contracts Awarded to an SME	140	£66,019,264	34%	27%			28%	-1%	
Contracts Awarded to a Local SME	92	£34,954,136	22%	14%			15%	-1%	
Tier 2 Supplier Contract Awards	Number	Value	% of Total Number	% of Total Value			Previous Reporting Period % of Total Value	Difference in Period	
Contracts Awarded to Local Company	50	£15,125,169	12%	6%			6%	0%	
Contracts Awarded to an SME	75	£7,870,339	3%	3%			3%	0%	
Contracts Awarded to a Local SME	17	£1,959,424	1%	1%			0%	1%	
Community Benefit Outcomes - Cumulative	Overall Number of Benefits Committed	Benefits Delivered	Benefits In Progress	Benefits Not Started	Benefit Outcome Delayed	Benefit Outcome Substituted	Benefit Outcomes 'Not Delivered' In Reporting Period	Benefit Outcomes Committed within Reporting Period	Benefit Outcomes Delivered within Reporting Period
Targeted Recruitment and Employment - Category Total	216	154	18	28	0	10	6	28	17
New Entrants – City Deal Priority Groups	58	45	9	2	0	2	0	5	3
New Entrant Graduate - Full Time (from Priority Group)	25	16	5	4	0	0	0	7	4
New Entrants – Council Programme or Initiative	68	49	4	6	0	7	2	4	4
New Start - Apprentice (from Priority Group)	43	24	0	16	0	1	2	9	3
Apprentice - Transferred	22	20	0	0	0	0	2	3	3
Targeted Skills & Training - Category Total	636	370	122	96	17	15	16	52	31
Work Experience Placement - Non School	92	47	22	20	0	0	3	20	8
Work Experience Placement - School	190	95	36	40	9	6	4	0	3
Work Experience Placement - Foundation Apprenticeship	3	3	0	0	0	0	0	0	0
Careers Event	128	85	18	19	2	2	2	21	4
Workplace Visit	158	121	22	5	5	2	3	3	8
School Mentoring or Enterprise Programme	38	11	10	10	1	2	4	3	5
MCR Pathways 1-2-1 Mentoring Programme	10	2	4	2	0	2	0	3	0
Taster Session - Delivery Partner Programme	15	5	9	0	0	1	0	2	3
Volunteering Opportunity - City Deal Priority Group	1	1	0	0	0	0	0	0	0
Training Programme	1	0	1	0	0	0	0	0	0
Supply Chain Development - Category Total	77	46	10	13	0	1	7	3	5
Supply Chain Briefing with SME's	50	29	8	7	0	1	5	2	4
Business Mentoring for a SME's	26	16	2	6	0	0	2	1	1
Business Mentoring with Social Enterprise	1	1	0	0	0	0	0	0	0
Vocational Training Qualification Total	174	119	32	16	0	5	2	27	42
Non-Financial Support for a Community Project	111	77	13	10	3	3	5	10	22
Totals - Non Financial Interventions	1214	766	195	163	20	34	36	120	117
93000	£93,000	£82,000	£4,000	£4,000	£0	£1,000	£2,000	£2,000	£2,000

Appendix 6: PROGRAMME BENEFITS REPORTING

Theme	Benefits_Code	Benefits_Output_Outcome	Estimated Total Project Benefit by 2035	Estimated Project Benefits Delivered by Gateway Review 2 (2024)	Benefits Delivered within Reporting Period	Benefit Delivered to Date (<i>Delivered in Q4 2020/21</i>)
Environmental	ENV_01	Blue Green Infrastructure (Sqm)	202,000	202,000	0	27,593
(6 attributes)	ENV_02	Properties with reduced flood risk	7,178	7,178	0	807
	ENV_03	Public Realm created (Ha)	37	27	0	4
	ENV_04	Public Realm Enhanced (Ha)	41	40	0.0	9.8
	ENV_05	Land with reduced flood risk (Ha)	2,443	2,443	0	382
	ENV_06	Carriageway with reduced flood risk (KM)	35	35	0	4
Transport	TR_01	Bus Lanes (New) (Km)	0	0	0	0
(13 attributes)	TR_02	Rail Station passengers	0	0	0	0
	TR_03	Rail Stations (New)	0	0	0	0
	TR_04	Rail Station (Enhanced)	0	0	0	0
	TR_05	Rail Track (New)	0	0	0	0
	TR_06	Cycle Routes created (km)	61	48	0	8
	TR_07	Cycle Routes enhanced (km)	4	4	0	1
	TR_08	Junctions (New)	6	6	0	3
	TR_09	Junctions (Improved)	108	94	0	14
	TR_10	Pedestrian Routes created (km)	41	29	0	9
	TR_11	Pedestrian Routes enhanced (km)	746	744	0	1
	TR_12	Pedestrian/cycle bridges (New)	5	5	0	0
	TR_13	Road Bridges (New)	4	4	0	1
	TR_14	Road created (New) (Km)	25	23	0	4.30
	TR_15	Road enhanced (Km)	39	27	0	6.28
	TR_16	Park and Ride (new) (number of spaces)	155	155	0	155
Land Use	LU_01	Total Area reclaimed, (re)developed or assembled (Ha) as a result of the project	894	532	2	369
(3 attributes)	LU_02	Total Area of Opportunity Sites (Ha)	622	359	2	198
	LU_03	Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register (Ha)	155	90	0	14
Floorspace	FS_01	Shops [Class 1] (sqm)	246,635	177,730	0	0
(13 attributes)	FS_02	Financial, Professional and Other Services [Class 2] (sqm)	40,412	21,860	0	1,860
	FS_03	Food and Drink [Class 3] (sqm)	1,760	0	0	0
	FS_04	Business [Class 4] (sqm)	497,062	96,433	0	4,902
	FS_05	General Industrial [Class 5] (sqm)	410,215	36,198	0	9,107
	FS_06	Storage of Distribution [Class 6] (sqm)	25,500	0	0	0
	FS_07	Hotels and Hostels [Class 7] (sqm)	0	0	0	0
	FS_08	Residential Institutions [Class 8] (sqm)	0	0	0	0
	FS_09	Residential (Houses and flats) [Class 9] (sqm)	666,144	130,120	0	0
	FS_10	Non-residential Institutions [Class 10] (sqm)	9,515	9,515	0	5,515
	FS_11	Assembly and Leisure [Class 11] (sqm)	1,655	1,655	0	0
	FS_12	Sui Generis (sqm)	0	0	0	0
	FS_13	Visitor Centre (New)	0	0	0	0
	FS_14	Visitors to the Visitor Centre	0	0	0	0

Housing	HOUS_01	No of New Residential Units (HLAA2018.CAPACITY)	21,201	9,816	191	1,880
(4 attributes)	HOUS_02	Number of New Private Housing Units (HLAA TENURE.PRIV)	7,594	4,464	165	1,437
	HOUS_03	Number of New Affordable Housing Units (HLAA TENURE.INT)	951	371	3	213
	HOUS_04	Number of New Social Housing Units (HLAA TENURE.SR)	107	50	0	0
Employment	EMP_01	Total Gross Construction PYE by 2035	35,851		0	83
(4 attributes)	EMP_02	Total Net Additional Construction PYE by 2035	19,538		0	0
	EMP_03	Gross Operational FTEs by 2035	24,347		0	0
	EMP_04	Net Additional Operational FTEs by 2035	13,524		0	0
GVA at GCR	GVA_GCR_01	Net Additional GVA by 2035 (£m)	4,066		0	0
(2 attributes)	GVA_GCR_02	Net additional GVA over 25 year period (£m)	6,330		0	0
GVA at Scotland	GVA_SCOT_01	Net Additional GVA by 2035 (£m)	4,471		0	0
(2 attributes)	GVA_SCOT_02	Net additional GVA over 25 year period (£m)	6,654		0	0
Other Funding Leveraged	OFL_01	Direct Project Private Sector Investment by 2035 (£m)	68		0	2
(4 attributes)	OFL_02	Net Additional Private Sector Investment (Follow-on developments) by 2035 (£)	2,272		0	0
	OFL_03	Total Combined Follow-on and direct project Private Sector Investment.	2,340		0	2
	OFL_04	Othre Public Sector Investment Leveraged	2		0	£38,000,000
Benefits Cost Ratio	BCR_01	Value of Benefits (£m) (Net additional GVA at GCR over 25 years	6,332		0	0
(3 attributes)	BCR_02	Value of costs (Total public sector costs) (£m) at GCR over 25 years	1,077		0	0
	BCR_03	BCR at GCR over 25 years	5.9		0	0

Appendix 7: EXPECTED SPEND VS BUSINESS CASE APPROVALS BY PROJECT

CITY DEAL INFRASTRUCTURE FINANCIAL MONITORING														
ACTUAL SPEND vs BUSINESS CASE APPROVALS BY PROJECT														
AS AT 31 MARCH 2021														
Infrastructure Authority/Project	Estimated Project Funding £	Projected Cumulative Spend £	Previous Years Spend £	Actual Spend 2020/21 £	CTD Actual Spend £	Profiled Spend to Q4 2020/21 £	Expected Spend 2020/21 £	Baseline 2020/21 £	Cumulative Projected Spend to 2020/21 £	5 Year Projected Spend 2020/21 to 2024/25 £	Funding Allowed through Business Case Stage Approvals £	Previous Years Grant Allocation £	Grant Allocation 2020/21 £	Cumulative grant/ cumulative projected spend £
ERC M77 Strategic Corridor	44,000,000	46,735,174	11,279,160	1,796,531	13,075,691	3,860,000	1,678,528	3,860,000	12,957,688	35,327,873	11,612,480			
	44,000,000	46,735,174	11,279,160	1,796,531	13,075,691	3,860,000	1,678,528	3,860,000	12,957,688	35,327,873	11,612,480	7,903,000	4,785,000	98%
Glasgow Canal and North (Sighthill)	73,390,000	73,421,671	56,527,671	10,159,475	66,687,146	6,916,583	10,666,000	6,916,583	67,193,671	16,664,000	83,393,000			
Glasgow Canal and North	15,900,000	15,910,329	6,935,329	195,525	7,130,854	2,170,136	1,257,000	2,170,136	8,192,329	8,816,000	-			
Glasgow City Centre	115,520,000	115,520,000	12,708,307	2,060,694	14,769,001	3,258,368	1,918,000	3,258,368	14,626,307	38,038,000	24,171,000			
Glasgow Clyde and Waterfront	113,900,000	113,900,000	6,764,651	2,572,149	9,336,800	6,221,772	2,334,000	6,221,772	9,098,651	97,183,000	10,055,000			
Glasgow Collegelands	27,000,000	27,000,000	5,442,918	1,458,082	6,901,000	4,197,478	1,208,000	4,197,478	6,650,918	20,908,000	6,488,000			
Glasgow MGSDP	40,200,000	40,158,306	17,229,306	9,140,694	26,370,000	4,474,939	8,031,000	4,474,939	25,260,306	21,833,000	33,690,000			
Total Glasgow	385,910,000	385,910,306	105,608,182	25,586,619	131,194,801	27,239,276	25,414,000	27,239,276	131,022,182	203,442,000	157,797,000	73,328,000	47,785,000	92%
Inchgreen	9,427,000	9,426,600	28,600	25,069	53,669	2,400,000	25,400	2,400,000	54,000	9,398,000	150,000			
Inverkip	3,250,000	3,250,000	18,000	-	18,000	1,390,000	-	1,390,000	18,000	3,232,000	260,000			
Ocean Terminal	14,137,000	9,483,072	4,399,072	340,630	4,739,702	3,897,363	340,000	3,897,363	4,739,072	5,084,000	9,693,000			
Total Inverclyde	26,814,000	22,159,672	4,445,672	365,699	4,811,371	7,687,363	365,400	7,687,363	4,811,072	17,714,000	10,103,000	2,999,000	1,782,000	99%
North Lanarkshire A8/M8	6,634,316	6,478,521	262,792	62,706	325,498	199,286	62,706	199,286	325,498	6,215,729	4,484,000			
North Lanarkshire Gartcosh/Glenboig	6,223,205	6,223,204	5,679,581	345,030	6,024,611	417,356	533,985	417,356	6,213,566	543,623	7,317,204			
North Lanarkshire Pan Orbital Transport Corridor	159,605,479	159,756,438	2,317,889	2,322,291	4,640,180	4,307,273	2,322,292	4,307,273	4,640,181	93,334,970	14,136,000			
Total North Lanarkshire	172,463,000	172,458,163	8,260,262	2,730,027	10,990,289	4,923,915	2,918,983	4,923,915	11,179,245	100,094,322	25,937,204	6,381,000	3,390,000	87%
Renfrewshire CWRR	90,636,000	90,636,000	15,072,434	598,000	15,670,434	1,791,130	598,000	1,791,130	15,670,434	75,564,000	90,636,000			
Renfrewshire GAIAR	39,049,000	39,049,141	21,853,141	7,452,859	29,306,000	16,450,810	7,454,000	16,450,810	29,307,141	17,196,000	39,049,000			
Total Renfrewshire	129,685,000	129,685,141	36,925,575	8,050,859	44,976,434	18,241,940	8,052,000	18,241,940	44,977,575	92,760,000	129,685,000	24,135,000	18,194,000	94%
South Lanarkshire Cathkin Relief Road	19,028,457	16,000,047	14,579,575	91,604	14,671,179	55,000	91,725	55,000	14,671,300	1,420,472	21,628,000			
South Lanarkshire Council Community Growth Areas	62,300,000	62,300,000	14,816,961	633,603	15,450,564	2,535,000	737,603	2,535,000	15,554,564	39,959,812	21,080,000			
South Lanarkshire Greenhills	25,688,011	27,657,639	15,554,494	6,465,903	22,020,397	6,511,487	6,465,804	6,511,487	22,020,298	11,938,145	25,688,011			
South Lanarkshire Stewartfield Way	62,212,230	62,212,230	293,237	40,395	333,632	200,000	80,500	200,000	373,737	20,830,400	1,205,500			
South Lanarkshire Total	169,228,698	168,169,916	45,244,267	7,231,505	52,475,772	9,301,487	7,375,632	9,301,487	52,619,899	74,148,829	69,601,511	31,092,000	18,110,000	94%
West Dunbartonshire -EXXON	27,897,000	27,897,000	1,514,813	720,248	2,235,061	650,000	720,000	650,000	2,234,813	26,382,187	9,601,000	1,228,000	899,000	95%
Airport Link	144,294,000	144,294,000	2,933,025	-	2,933,025	200,000	-	200,000	2,933,025	3,560,000	15,149,000	2,934,000	-	100%
EDC - Place and Growth	30,000,000	34,881,000	-	109,302	109,302	95,000	109,302	95,000	109,302	5,419,802	700,000	-	55,000	50%
TOTAL INFRASTRUCTURE	1,130,291,698	1,132,190,372	216,210,956	46,590,790	262,801,746	72,198,981	46,633,845	72,198,981	262,844,801	558,849,013	430,186,195	150,000,000	95,000,000	93%

Appendix 8: PROJECT FUNDING AND ACTUAL SPEND VS GRANT DRAWDOWN

CITY DEAL INFRASTRUCTURE FINANCIAL MONITORING											
PROJECT FUNDING AND ACTUAL SPEND vs GRANT DRAWDOWNS											
AS AT 31 MARCH 2021											
Infrastructure Authority/Project	Projected Cumulative Spend £	Previous Years Spend and Expected Spend 2020/21 £	Grant Allocation 20/21 £	Final Grant Allocation Cumulative to 20/21 £	Previous Years Total Claim £	Q1 Claim to June 2020 £	Q2 Claim to Sept 2020 £	Q3 Claim to Dec 2020 £	Q4 Claim to Mar 2021 £	Total Claim 2020/21 £	Cumulative Claim to date £
ERC M77 Strategic Corridor	46,735,174	12,957,688	4,785,000	12,688,000	10,729,609	798,619	596,735	313,394	88,041	1,796,789	12,526,398
Glasgow Canal and North	89,332,000	75,386,000			63,464,341	3,449,755	2,622,532	4,281,364		10,353,651	73,817,992
Glasgow City Centre	115,520,000	14,626,307			12,709,010	396,039	545,806	718,281	400,186	2,060,312	14,769,322
Glasgow Clyde and Waterfront	113,900,000	9,098,651			6,765,271	317,684	546,493	801,446	906,472	2,572,095	9,337,366
Glasgow Collegelands	27,000,000	6,650,918			5,443,049	641,601	100,499	625,898	91,422	1,459,420	6,902,469
Glasgow MGSDP	40,158,306	25,260,306			17,229,455	1,470,695	1,122,334	3,100,317	3,447,512	9,140,858	26,370,313
Total Glasgow	385,910,306	131,022,182	47,785,000	121,113,000	105,611,126	6,275,774	4,937,664	9,527,306	4,845,592	25,586,336	131,197,462
Inchgreen	9,426,600	54,000			28,600	2,400	-	-	22,669	25,069	53,669
Inverkip	3,250,000	18,000			18,000	-	-	-	-	-	18,000
Ocean Terminal	9,483,072	4,739,072			4,399,242	16,034	11,923	304,592	7,911	340,460	4,739,702
Total Inverclyde	22,159,672	4,811,072	1,782,000	4,781,000	4,445,842	18,434	11,923	304,592	30,580	365,529	4,811,371
North Lanarkshire A8/M8	6,478,521	325,498			262,793	4,839	15,100	17,233	25,534	62,706	325,499
North Lanarkshire Gartcosh/Glenboig	6,223,204	6,213,566			5,679,582	1,781	18,379	465,931	- 141,061	345,030	6,024,612
North Lanarkshire Pan Orbital Transport Corridor	159,756,438	4,640,181			2,317,889	152,848	343,233	619,739	1,206,470	2,322,290	4,640,179
Total North Lanark	172,458,163	11,179,245	3,390,000	9,771,000	8,260,264	159,468	376,712	1,102,903	1,090,943	2,730,026	10,990,290
Renfrewshire CWRR	90,636,000	15,670,434			15,072,415	185,645	148,216	44,216	219,206	597,283	15,669,698
Renfrewshire GAIAR	39,049,141	29,307,141			21,852,458	1,413,694	3,686,670	1,919,523	433,932	7,453,819	29,306,277
Total Renfrewshire	129,685,141	44,977,575	18,194,000	42,329,000	36,924,873	1,599,339	3,834,886	1,963,739	653,138	8,051,102	44,975,975
South Lanarkshire Cathkin Relief Road	16,000,047	14,671,300			14,584,575	889	53,284	11,522	25,909	91,604	14,676,179
South Lanarkshire Council Community Growth Areas	62,300,000	15,554,564			14,816,961	379,187	201,146	108,561	- 55,782	633,112	15,450,073
South Lanarkshire Greenhills	27,657,639	22,020,298			15,554,494	376,894	1,686,544	3,098,459	1,303,907	6,465,804	22,020,298
South Lanarkshire Stewartfield Way	62,212,230	373,737			293,237	10,910	11,110	14,490	4,795	41,305	334,542
South Lanarkshire Total	168,169,916	52,619,899	18,110,000	49,202,000	45,249,267	767,880	1,952,084	3,233,032	1,278,829	7,231,825	52,481,092
West Dunbartonshire -EXXON	27,897,000	2,234,813	899,000	2,127,000	1,520,535	134,652	269,263	239,498	78,012	721,425	2,241,960
											-
Airport Link	144,294,000	2,933,025	-	2,934,000	2,933,550	-	-	-	-	-	2,933,550
EDC Place and Growth	34,881,000	109,302	55,000	55,000	-	12,893	15,692	26,928	53,648	109,161	109,161
											-
TOTAL INFRASTRUCTURE	1,132,190,372	262,844,801	95,000,000	245,000,000	215,675,066	9,767,059	11,994,959	16,711,392	8,118,783	46,592,193	262,267,259

Appendix 9: PMO BUDGET 2020/21

Glasgow City Region - City Deal Programme Management Office Budget 2020/21						
as at 31 March 2021						
Title	Original Approved Budget 2020/21	Additional Approvals	Revised Budget 2020/21	Actual Costs to 31 March 2021	Projected Costs 2020/21	Budget Variance
Total PMO Salary Costs	1,182,786	0	1,182,786	1,045,181	1,045,181	-137,605
Recurring Third Party Costs	74,416		74,416	168,930	168,930	94,514
Internal Audit Fees	21,006		21,006	19,500	19,500	-1,506
External Audit	8,410		8,410	8,600	8,600	190
Marketing	15,000		15,000	0	0	-15,000
Commission	20,000		20,000	150	150	-19,850
Economic Modelling/Analysis/Consultants	10,000		10,000	140,680	140,680	130,680
Others	10,700		10,700	1,525	1,525	-9,175
Provisions	2,200		2,200	0	0	-2,200
Supplies	4,500		4,500	1,000	1,000	-3,500
Training	4,000		4,000	525	525	-3,475
Total PMO, Intelligence Hub and Portfolio Development Projected Spend	1,267,902	0	1,267,902	1,215,636	1,215,636	-52,266
Less: Grants				-113,160	-113,160	-113,160
Interest				-101,296	-101,296	-101,296
Actual Carry Forward from 2019/20				-7,604	-7,604	-7,604
Funding from Member Authorities 20/21	1,267,902		1,267,902	993,576	993,576	-274,326
<i>There is a £8k carry forward from previous years.</i>						
<i>Under the scheme of delegation approved by Cabinet on 11 August 2020, the Director is granted delegated authority by Cabinet to approve all PMO expenditure within the categories included within the PMO's Annual Budget once approved by Cabinet, ensuring that where goods and services are procured, this is undertaken in line with Glasgow City Council's (the Lead Authority) procurement requirements.</i>						

Appendix 10: ANNUAL IMPLEMENTATION PLAN 2020/21 MONITORING (RAG STATUS DEFINITIONS IN ENDNOTES)

Ref	Theme	Action	Approved Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
1.0	Legal & Proc.t	Continue to deliver existing City Deal Community Benefit Strategy and Procurement Strategies	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	12/05/2021
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. <i>The reports have been assigned to the Procurement Support Group and Land Use and Sustainability Portfolio Group to consider and respond to the recommendations with a further report coming back to the Regional Partnership in June. Supported by the PMO, work is underway via the EDG to develop actions under the other 3 pillars of CWB.</i>	Green	12/05/2021
3.0	Legal & Proc.t	Create a Sustainable Procurement Strategy replacing the City Deal Community Benefit and Procurement Strategies	Jun-21	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.	Green	12/05/2021
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 has moved to Amber - as all of the 7 MAs who have awarded City Deal contracts have provided updated contract and benefit information to the PMO and the Cenefits system has been updated for Programme Summery Reporting for Q4 2020/21. Status will move to Green once minimum reporting requirements are fully met by all 7 MAs. In the interim Issue (is_00 37) remains on the Programme Issues Log and the PMO will continue to update LOG and PSG members and to support MAs individually to address issues.</i>	Amber	12/05/2021
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 has moved to Amber to reflect that the sustained improvements in performance demonstrated by the figures provided community benefit annual update, demonstrating compliance with the Buyers Guide. Status will move to Green once evidence shows that good practice is being consistently applied by all MAs. As part of the Management response to the recent community benefit audit an additional risk (risk_0042) remains on the Programme Risk Register.</i>	Amber	12/05/2021
6.0	Com. Benefits	Refresh GCR City Deal Guidance Documentation to reflect Sustainable Procurement Strategy	Jul-21	Action once Regional Sustainable Procurement Strategy 2021 - 2026 has been approved in June 2021	Future	12/05/2021
7.0	Com. Benefits	Implement changes to reflect refreshed Buyers' and Suppliers' Guidance	01/03/2021	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.	Red	12/05/2021
8.0	Com. Benefits	Cenefits Contract Management & Procurement Review	01/04/2021	<i>This ongoing - The Agreement with WCA remains in place via extension letter issued and contract management will continue. The PMO will identify the most appropriate procurement route here and contract management will continue. PMO working very closely with GCC lead ref this.</i> The outcome of the review of Cenefits was shared with the CEG on 25/3/21 and on 6/4/21 the Cabinet approved a 2 year extension to the use of Cenefits.	Green	12/05/2021
9.0	Com. Benefits	Complete Cenefits Data Protection Impact Assessment (DPIA)	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	12/05/2021
10.0	Com. Benefits	Lead Procurement Support Group to oversee pilot implementation	01/04/2021	<i>Status has moved to Amber as the gap begins to close between those MAs who have fully implemented processes and those for whom work is still at the relatively early stages. Once quarterly reporting shows, via completions of Section F.2 of the PSR processes are being followed to meet with minimum reporting requirements stats can move to Green. The PMO continues to work with those MAs which have not yet implemented use of Cenefits for City Deal reporting.</i>	Amber	12/05/2021
11.0	Com. Benefits	Implement findings of the Cenefits Review 2 Report of Pilot.	01/07/2020	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>This action was completed with the approval by Cabinet of the Cenefits extension on 6/4/21.</i>	Complete	12/05/2021
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.	Apr-21	<i>Status has moved to Green as the final drafting of the Regional Sustainable Procurement Strategy has been completed setting out the way forward for the use of Cenefits in the longer term. the regional PMO continues to focus on embedding use of Cenefits for the City Deal assisted by the PSG. Support continues to be available to all MAs to utilise the system for monitoring and reporting benefits and the free trial period has been extended to end July 2021.</i>	Green	12/05/2021
13.0	Benefits Realisation	Develop the Benefits Realisation Dependencies Register	01/11/2020	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	N/A
14.0	Benefits Realisation	Update the Benefits Realisation Dependencies Register on an ongoing basis	Ongoing - every Regional Partnership Meeting	The updated Dependencies Register was included within the new Regional Performance Report presented at the Regional Partnership on 25 Feb.	Green	12/05/2021
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	12/05/2021
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	12/05/2021
17.0	Benefits Realisation	Developing accurate mapping of City Deal benefits – both outputs and follow on developments.	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. <i>The PMO continues to work with Clydeplan to finalise the mapping of City Deal projects and follow on developments.</i>	Amber	12/05/2021
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. <i>The PMO presented to the Scottish City Deals Group on 14/4/21 regarding our approach to project monitoring and evaluation, and has had further discussions with the other Cohort 1 UK City Deals (Manchester, Cambridge, Leeds) on 16/4/21 to discuss Gateway Review 2.</i>	Green	12/05/2021
19.0	Finance	Preparation and submission of PMO Annual Accounts 2019/20.	01/06/2020	PMO Unaudited Statements approved by Cabinet in June 2020	Complete	N/A
20.0	Finance	Preparation of Annual Statement of Grant Usage for the Employment and Skills Programme. Assessment and review of all grant claims.	01/10/2020	Received 2019/20 year end returns. Final statement of grant usage to be completed at end of the programme. MA returns provided for spend to end of July 2020. Position reported within Nov Interim Report. Finalised spend position received and final grant payments made in March 2021. Requested grant spend returns from MAs. Final return to DWP in July 2021.	Green	12/05/2021
21.0	Finance	Financial Monitoring of the City Deal Programme Spend 2020/21 including contingency and optimism bias	Quarterly from July 2020	Q4 2020/21 returns received <i>in April. To be reported to FSG, CEG and Cabinet in May/June 2021.</i>	Green	12/05/2021
22.0	Finance	Agreeing Grant Letter with Scottish Government	01/08/2020	Received draft letter from SG April 2020. Responded to Scottish Government with comments July 15th 2020 after considering whether additional flexibilities were required in Grant Letter to reflect COVID impacts and following receipt of Gateway 1 Approval letter from Scottish and UK governments. Received final letter in September 2020 from SG.	Complete	N/A
23.0	Finance	Agreeing Infrastructure Pass down Letter with Member Authorities	01/12/2020	Agreed pass down letters to be based on Q3 returns. Final Grant allocation 2020/21 approved by Cabinet. Passdown letter sent out to all MAs. Payments made before the end of the financial year.	Complete	12/05/2021
24.0	Finance	Disburse funds for Employment and Skills Programme to member authorities.	01/12/2020	Programme extended following Covid19 impacts. Final spend position received and grant payment approve in December 2020 and disbursed in March 2021.	Complete	12/05/2021

Ref	Theme	Action	Approved Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
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
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. <i>Q4 returns received in April 2021.</i>	Complete	12/05/2021
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 January 2021. <i>Meetings held in March 2021.</i>	Complete	12/05/2021
28.0	Finance	Engagement with other Council Groups obtaining City Deal Funding to identify lessons learned and good practice.	01/12/2020	Attended Scottish City Deal PMO meeting in November 2020 where finance matters were considered.	Complete	N/A
29.0	Finance	Developing PMO budget for 2021/22	01/02/2021	Draft PMO 2020/21 agreed by FSG in January. MA recharges agreed by FSG in March 2021. Budget and recharges <i>approved</i> CEG and Cabinet in March/April 2021.	Complete	12/05/2021
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, Q2, Q3 2020/21 Reports and reported to FSG. <i>Q4 returns received reviewed.</i>	Complete	12/05/2021
31.0	Finance	Processing quarterly grant claims	Quarterly	Received and reviewed Q1, Q2, Q3 2020/21 Returns. <i>Q4 returns received and reviewed.</i>	Complete	12/05/2021
32.0	Finance	Developing 5-year, annual and quarterly spend projections	01/05/2020	Received updates in Q2, Q3 2020/21 returns.	Complete	12/05/2021
33.0	Finance	Collating information on the amount of additional funds leveraged for direct project costs for inclusion in Programme Business Case (PBC) 2020	01/11/2020	Included within Draft PBC 2020.	Complete	N/A
34.0	Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	01/11/2020	Reviewed and submitted to FSG.	Complete	12/05/2021
35.0	Finance	Collating information on contingency and optimism bias for inclusion in PBC 2020	01/11/2020	Included within Draft PBC 2020	Complete	12/05/2021
36.0	Audit	Produce Internal Audit Plan for 2020/21	01/04/2020	Submitted to Cabinet in April 2020	Complete	N/A
37.0	Audit	Audit Support Group meets	01/05/2020	Audit Group did not meet in May 2020 due to COVID impacts. Meeting held in November 2020.	Superseded	N/A
38.0	Audit	3 rd assurance audit report from 2019/20 audit plan – Business Case Submission and Appraisal	01/06/2020	Audit Report submitted and approved by 2nd June 2020 Cabinet.	Complete	N/A
39.0	Audit	Follow Up Report (progress of previous audit recommendations)	01/06/2020	Submitted to Cabinet in June 2020	Complete	N/A
40.0	Audit	Annual Governance Statement for 2019/20	01/06/2020	Submitted to Cabinet in June 2020	Complete	N/A
41.0	Audit	Internal Audit Annual Report 2019/20	01/06/2020	Submitted to Cabinet in April 2020	Complete	N/A
42.0	Audit	1 st assurance audit report from 2020/21 audit plan – Community Benefits	01/04/2021	<i>Report considered and approved April 2021 Cabinet.</i>	Complete	N/A
43.0	Audit	2 nd assurance audit report from 2020/21 audit plan – Governance Review	01/12/2020	Audit complete and report submitted to CEG 28/10/20	Complete	N/A
44.0	Audit	Follow Up Report (progress of previous audit recommendations)*	01/10/2020	Audit Report complete and report submitted to CEG 28/10/20	Complete	N/A
45.0	Audit	Audit Support Group meets	01/11/2020	Meeting held in November 2020.	Complete	N/A
46.0	Audit	3 rd assurance audit report from 2020/21 – Grant Claim Eligibility Phase 2	Jun-21	Owing to a delay in the submission of evidence by Member Authorities to complete field work, Internal Audit has advised this report will come to August 2021 Cabinet.	Amber	12/05/2021
47.0	Audit	Follow Up Report (progress of previous audit recommendations)*	01/02/2021	<i>Report considered and approved April 2021 Cabinet.</i>	Complete	12/05/2021
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
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.	Complete	13/05/2021
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.	Complete	13/05/2021
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.	Complete	13/05/2021
52.0	Comms & Market'g	Review/update Partner Media Protocol in liaison with member authorities and government partners	01/08/2020	Reviewed by GCR Comms Group on 20 August. Agreed minor tweaks.	Complete	N/A
53.0	Comms & Market'g	Develop and continually refresh the Core Script (or narrative) for Glasgow City Deal and Glasgow City Region	01/12/2020	Updated version agreed at GCR December 2020 Comms Group meeting.	Complete	N/A
54.0	Comms & Market'g	Work with Member Authorities to develop Fact Sheets for individual projects.	01/12/2020	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
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	<i>Starting to progress work for possible media coverage post-Election on recent progress and activities, and successful investment into the Region, including Cabinet Office and FCO staff relocations.</i>	Complete	13/05/2021
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	<i>Content Style Guide for Glasgow City Region now completed & issued to GCR team at team meeting.</i>	Complete	13/05/2021
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	Complete	13/05/2021
58.0	Comms & Market'g	Redevelopment and launch of refreshed website with new information architecture, design and content	Early 2021	<i>Website soft launch completed. Moving on to Phase 2 developments</i>	Complete	13/05/2021
59.0	Comms & Market'g	Produce annual report on Social Media and Website reach, with summary progress and recommendations going forward.	01/01/2021	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
60.0	Comms & Market'g	Scope/develop quality marketing materials and collateral.	Ongoing		Complete	13/05/2021
61.0	Governance	Update the Programme Business Case 2020	01/04/2021	Paper outlining changes to be made to PBC reviewed by Feb 2021 Chief Executives' Group <i>and approved at April 2021 Cabinet.</i> Revised PBC to be posted to <i>refreshed GCR website</i>	Complete	13/05/2021
62.0	Governance	Update the Assurance Framework 2020 ensuring governments Gateway 1 requirements are addressed	01/02/2021	Updates to Assurance Framework 2021 approved by CEG January 2021 and Feb Cabinet.	Complete	N/A
63.0	Governance	Complete the actions within the Gateway Readiness Improvement Plan 2019	01/12/2020	Requirements integrated within AIP 2020 for action. <i>Refresh of PBC completed</i> with additional economic impacts from approved OBC calculated and reported in Table 1 of Interim Performance Report.	Complete	N/A
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. AIP 2020/21 monitoring complete	Complete	N/A
65.0	Governance	Develop the Annual Performance Report (April 2019 – March 2020).	01/09/2020	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
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	13/05/2021
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.	Complete	13/05/2021
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

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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
70.0	Governance	Complete Programme-level Lessons Learned exercises	As required	GCC has issued a Lesson Learned from Covid-19 17/02/21.	Complete	13/05/2021
71.0	Governance	Review Project Business Cases	Ongoing	IC - Inchgreen OBC submitted for June Cabinet SLC - Stewartfield SBC submitted for June Cabinet	Complete	13/05/2021
72.0	RES Place	Work in partnership with the UK and Scottish Governments and public sector partners to explore the opportunity to reach an agreement to provide Member Authorities with priority access/first refusal to surplus publically owned land	01/10/2020	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.	Superseded	N/A
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	01/10/2020	This action has been replaced 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
74.0	RES Place	Work with the Business and People Themes to identify economic investment locations and skills for the Regional Investment Prospectus and to inform Scottish Government's National Planning Framework 4	01/10/2020	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
75.0	RES Place	Develop a Regional Land Use Spatial Strategy	01/09/2021	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	12/05/2021
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.	01/11/2020	The GCV Green Network Partnership is progressing a project proposal 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	12/05/2021
77.0	RES Place	Prepare a Glasgow City Region Climate Adaptation Strategy, including an adaptation pathway / framework for existing and future development	01/04/2021	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	12/05/2021
78.0	RES Place	Consider the scope of a regional climate mitigation strategy	01/04/2021	Sniffer, in their role as Climate Ready Clyde secretariat provided a draft business case to the Lead Officer on the development of a mitigation component to the Regional Climate Adaptation Strategy. This was considered but it was decided not to take this forward at this time.	Superseded	N/A
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 - CITB Tool training being arranged, 2) standards in the social rented sector - ongoing discussion with SG regarding appropriate standards for new homes, 3) Funding and procurement of social housing - workshops completed, information gathering and analysis now underway, 4) home energy retrofit - Prior Information Notice completed. Work is progressing on these areas and will be reported to the Portfolio Group meeting on 25/5/21.	Green	12/05/2021
80.0	RES Place	Develop a refreshed Glasgow City Region Housing Needs Demand Assessment	01/12/2020	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	12/05/2021
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
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	01/10/2020	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
83.0	RES Place	Develop a Glasgow City Region Strategic Transport Action Plan-which aligns our transport priorities and investment	13/07/1905	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	12/05/2021
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 August 2021.	Green	12/05/2021
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	01/12/2020	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 next steps were reported to the Portfolio Group on 19 March 2021. The I&A Portfolio Group is making arrangements for the 2021 Infrastructure summit.	Green	12/05/2021
86.0	RES Place	Launch and implement a City Region Digital Connectivity Strategy	01/10/2020	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 Portfolio Group to identify actions that will accelerate the roll-out of digital connectivity infrastructure.	Green	12/05/2021
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
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'	Apr-21	This will be carried out as part of the development of the refreshed Regional Economic Strategy.	Amber	12/05/2021
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	01/10/2020	Action being taken forward in Portfolio Work Plan 2021/22	Superseded	N/A
90.0	RES Business	Implement Regional Enterprise Offer	01/04/2020	Existing business support provision provided by MA's and SE mapped across the City Region. Diagnostic of existing entrepreneurial eco-system underway to identify strengths and gaps in provision and help inform the offer. Enterprise Group struggling to identify added value from a Regional offer therefore unlikely to proceed. Now superseded by emphasis on local Covid Economic Recovery Responses.	Superseded	N/A
91.0	RES Business	Investigate innovative models of financing, such as Social Impact Bonds and a Social Stock Exchange and review Community Enterprise in Scotland's Just Enterprise Consortium Model to determine new Regional approach	01/04/2020	This action has been superseded by the work to develop a Regional Approach to Community Wealth Building being undertaken as part of the development of the Regional Economic Recovery Plan. An update on the Recovery Plan will be submitted to the Regional Economic Partnership in October 2020.	Superseded	N/A
92.0	RES Business	Review existing support and new planned activity for social enterprise across the Region to determine new Regional target for growth	Apr-21	Action being taken forward in Portfolio Work Plan 2021/22 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.	Superseded	N/A
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	01/01/2021	This action has been superseded by the inclusion of the action to deliver a regional approach to Community Wealth Building within the Regional Economic Recovery Plan with Scottish Government as Lead Partner. Timescale has been updated to reflect Scottish Government's plans as set out in Programme for Government 2020.	Superseded	N/A
94.0	RES Business	Work with the City Deal PMO to investigate and report on the feasibility of rolling out the City Deal Community Benefits approach and the use of Cenefits to all local authority procurement activity, including infrastructure and sporting/cultural events	01/01/2021	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

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95.0	RES Business	Develop Advancing Manufacturing Challenge Fund Bids	01/07/2019	Following discussion with the representatives of the EDG in February 2020, it was considered that this action had been superseded.	Superseded	N/A
96.0	RES Business	Agree/or identify and prioritise the key sectors relevant to Glasgow City Region	01/08/2019	Following discussion with the RES Oversight Group in February 2020, it was proposed that this action would be superseded by the process to refresh/renew the RES which is anticipated to be completed in Spring 2021.	Superseded	N/A
97.0	RES Business	Develop a Regional Investment Prospectus to strengthen the promotion of skills, tourism and economic investment locations and drive business activities to most appropriate locations	01/03/2021	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 development of the GRIP will take place later in 2021 following the development of the COP26 Prospectus of potential investment opportunities.	Green	12/05/2021
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	01/12/2018	Following discussion by representatives of the EDG in February 2020, it was proposed that this action be superseded by the agreement by Cabinet of the Action Plan for the GCR Tourism Strategy.	Superseded	N/A
99.0	RES People	Work with the Economic Delivery Group and relevant portfolio Groups to design appropriate governance models for delivery of regional programmes.	01/03/2021	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 models in development for Enhanced PACE support and development of a share procurement framework for employability support services.	Complete	N/A
100.0	RES People	Conduct in-depth analysis of the Region's employment support needs and map provision across the city region	01/03/2021	Action being taken forward in Portfolio Work Plan 2021/22 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	N/A
101.0	RES People	Implement the City Region Parental Employment Support Programme	01/01/2020	Broad Regional approach agreed. PES Programme now running in each of the LAs. Each LA has grant allocation from Scottish Government and is responsible for delivery of their own programme.	Complete	N/A
102.0	RES People	Develop and roll-out delivery of Regional Employability Models	01/03/2021	Action being taken forward in Portfolio Work Plan 2021/22 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	N/A
103.0	RES People	Launch GCR Youth Guarantee to support young people (16-24 years old) into a job, training or an apprenticeship	01/12/2020	Portfolio Group 13/1/21 agreed action superseded by new National Young Person Guarantee.	Superseded	N/A
104.0	RES People	Work with our skills providers and industry leads to build careers route ways and increase opportunities for advanced digital skills	Ongoing	All RSIP Actions carried forward to Portfolio Work Plan 2021/2 (Level2) Increased digital skills pathways within colleges; ongoing and reviewed annually as part of RSIP	Superseded	N/A
105.0	RES People	Increase alignment between skills and enterprise through establishment a single Enterprise and Skills Hub	01/06/2021	Skills alignment key focus of Colleges Group meeting on 12/1/21; exercise being undertaken for housebuilding construction and retrofit. Activity continuing and reviewed annually as part of RSIP	Superseded	N/A
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.	01/10/2020	Regional Investment Prospectus is included in the Regional Economic Recovery Plan. 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
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	01/03/2020	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
108.0	RES People	Launch a Regional Fair Work Strategy outlining how Living Wage will be promoted	Mar-22	Action being taken forward in Portfolio Work Plans 2021/22 - Employment and Enterprise No progress in period. Future milestone	Superseded	N/A
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	01/03/2021	This will be addressed in the NOLB Business Case included in the Portfolio Work Plan 2021/22 (Level 2) 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	12/05/2021
110.0	RES People	Develop an Integrated GCR Child Poverty Action Plan including addressing GCR commitments in the National Child Poverty Delivery Plan	01/03/2021	No Progress in period; reassess ongoing objective; pos re-assign Ongoing requirement to be considered as part of forthcoming Skills and Employment Work Plan	Future	12/05/2021
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	01/12/2021	No progress in period. Future milestone This action. Action required by individual LAs as part of SG Design Framework for NOLB	Superseded	N/A
112.0	RES People	Implement the Regional Skills Investment Plan and annual updates	01/06/2024	RSIP carried forward to Portfolio Work Plan 2021/22 (Level1) 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.	Superseded	N/A
113.0	RES People	Work with the Business Theme and Portfolios to develop a GCR Skills Compact and Integrated City Region Employer Offer aligned to skills gaps	01/03/2021	Action being taken forward in Portfolio Work Plans 2021/22 - Employment and Enterprise No action in Period. Action re-assessed in Portfolio Workplans Employability Lead; action contained within the RSIP to develop an integrated business offer. No progress in period. Future milestone	Superseded	N/A
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	01/03/2021	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.	Complete	N/A
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	01/06/2021	All RSIP Actions carried forward in Portfolio Work Plan 2021/22 (Level 2) 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.	Superseded	N/A
116.0	RES People	Seek and secure additional resources to establish a Regional Flexible Skills Investment Fund including post-EU Structural Funds	01/06/2024	All RSIP Actions carried forward in Portfolio Work Plan 2021/22 (Level 2); action also added to Tourism and Enterprise Portfolio Work Plans Ongoing. This action is included in the RSIP. An update on all RSIP actions was approved by Cabinet on 11/8/20	Superseded	N/A
117.0	RES People	Work with Government, funding bodies and qualification agencies to establish financial levers to promote more adaptive and resilient learning programmes	01/06/2024	All RSIP Actions carried forward in Portfolio Work Plan 2021/22 (Level 2) Ongoing. This action is included in the RSIP. An update on all RSIP actions was approved by Cabinet on 11/8/20	Superseded	N/A
118.0	RES People	Work with our skills providers to ensure integration of meta-skills to all vocational learning opportunities	01/06/2024	All RSIP Actions carried forward in Portfolio Work Plan 2021/22 (Level 2) Ongoing. This action is included in the RSIP. An update on all RSIP actions was approved by Cabinet on 11/8/20	Superseded	N/A
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	01/06/2024	All RSIP Actions carried forward in Portfolio Work Plan 2021/22 (Level 2) 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 GCRCIC 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 GCRCIC	Superseded	N/A

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. <p>Projects will also move to Amber pending the approval of any change control request in relation to:</p> <ul style="list-style-type: none"> • 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. As construction commences, benefits realisation will focus on the delivery of the direct outputs and the readiness of the project to move onto delivery of the wider economic benefits that will be realised through the private sector follow on investment. Following completion of construction of the direct project outputs, projects will be expected to report on the delivery of the floorspace outputs and other economic benefits attributed to their project.</p>
	FUTURE	<p>A project will only be marked as Future when it is prior to the delivery of any benefits, including community benefits. As soon as a contract is awarded containing the community benefits, the project will no longer be categorised as Future and will be gives a RAG status reflecting their status and performance.</p>
Annual Implementation Plan (AIP)	RED	Action will not be completed within year covered by AIP and new restated date has not been approved
	AMBER	Action will not be completed within initial timescale approved by Cabinet but new date has been proposed ensuring will be completed within year covered by AIP
	GREEN	Action is being delivered as planned and within approved timescale, including where timescale has been restated
	COMPLETE	Action is complete
	FUTURE	No activity undertaken in reporting period/milestone date is in the future and action not required at present.

ⁱ These changes are based upon the updated economic case for Renfrewshire's Full Business Case for Clyde Waterfront and Renfrew Riverside

Glasgow City Region

Annual Implementation Plan

1st April 2021 – 31st March 2022



1. Introduction

- 1.1 The Annual Implementation Plan covers the period April 2021 to March 2022.
- 1.2 This report is a requirement of the Assurance Framework and provides a statement of our intentions – setting out details of our planned activities for the coming year for Cabinet and our Government partners.
- 1.3 Progress on the delivery of the actions set out in this Plan will be reviewed, updated on a quarterly basis and reported to Cabinet and Government.

2. The Glasgow City Region City Deal

- 2.1 The Glasgow City Region City Deal was the first City Deal in Scotland and remains one of the largest in the UK. Funding of £1.13 billion will deliver 21 infrastructure projects including new roads, bridges and improved transport infrastructure across the Region as well as further construction, remediation and public realm works. The majority of these projects are already underway, with some already completed. This investment will help unlock vacant sites in key locations, assisting further housing, retail and commercial development. In fact, the City Deal is anticipated to lever in an estimated £3.3 billion of private sector investment over 20 years.
- 2.2 Our three Innovation and Business Growth projects have been completed, supporting the growth of small and medium sized businesses and enhancing the Life Sciences' sector. Over its lifetime the City Deal is expected to create thousands of new jobs and help many unemployed people back into work. Local employment challenges have been supported through three labour market projects, all of which are completed and which provided targeted support to 16-24 year olds, to vulnerable residents, and to the Care sector. Evaluation exercises on these have provided valuable learning for future Regional labour projects.

3. Programme Governance and Scrutiny

- 3.1 In 2014, the eight Glasgow City Region Councils agreed to establish a Joint Committee to govern the City Deal and determine the strategic economic development priorities for Glasgow City Region. The lead body of the Joint Committee is Glasgow City Region Cabinet (CAB) which is made up of the Leaders of the participating authorities.
- 3.2 The Programme Management Office (PMO) acts as a secretariat for the Cabinet and is the central point for appraisal and monitoring of all aspects of City Deal. The Cabinet is supported by a Chief Executives' Group (CEG), which oversees the management of the PMO in its delivery of the operational functions of the Cabinet. The Chief Executives' Group proposes a programme of works and where required provides recommendations. The Cabinet takes advice from the Commission on Economic Growth (The Commission) and the Economic Leadership Board.
- 3.3 The Chief Executives' Group is also supported by a number of sub-groups, comprised of officers from the participating councils. To further the existing collaboration between the eight local authorities, a distributive leadership model was agreed in June 2016, based around eight portfolios focused upon driving wider economic growth. Consultation continues to take place with the Glasgow City Region Programme Liaison Group, which has representatives from both the UK and Scottish Governments. Governance arrangements align to the Assurance

Framework and the Programme Business Case. The City Deal is supported by a programme of internal and external audits.

4. Programme Outcomes

4.1 Over its 20-year lifetime, it is estimated that the City Deal will:

- Deliver **£2.2 billion in additional GVA per annum (a 4% uplift)** across the City Region.
- Support an additional overall increase of around **29,000 jobs** in the City Region.
- Create **15,000 construction jobs** through the ten year City Deal construction programme.
- Work with **19,000 unemployed residents** and support over **5,500 back** into sustained employment.
- Leverage an estimated **£3.3 billion of private sector investment** to support the delivery of the projects within the infrastructure programme.
- **Spread the benefits of economic growth** across Glasgow and the Clyde Valley, ensuring deprived areas benefit from this growth.

5. Overview of 2020/21

5.1 During 2020/21, GCR progressed through its first Gateway Review, successfully unlocking £250 million of the governments' joint £1billion investment. In March 2020, the City Region, along with all other areas of Scotland and the UK, was impacted by the social distancing restrictions resulting from COVID-19, with resultant impacts on projects' costs, timescales and benefits realisation.

5.2 Projects faced a number of Covid-related risks and issues including:

- delays to project design stage as a result of changed working practices, including for example furloughing of technical staff, affecting external design consultants' capacity to complete project designs;
- difficulties gathering required field data for funding/planning applications and project design;
- delays due to slippage in third parties' work programmes where there is a project dependency on them (e.g. utilities work, gaining approvals/licences);
- delays to procurement process and difficulties securing competitive bids;
- inability to deliver community benefits, delays and increased costs due to current closure of construction sites and lower productivity once reopened;
- Member Authority capacity issues due to redeployment/home working limitations;
- managing programme finances;
- delivering planned project/programme scope; and
- achieving/realising planned programme outcomes and economic benefits.

5.3 Throughout 2020/21, the City Region Programme Management Office worked alongside the Member Authorities' Lead Officers to develop a Programme-wide recovery plan which sought to address/mitigate the impacts of the above

challenges. This approach saw a large number of projects restate their key project milestones to take account of project delays resulting from Covid-19.

6. Outlook for 2021/22

6.1 In March 2021, the City Region's Intelligence Hub published the Region's Economic Baseline. The report provided insights in to the short to medium terms economic outlook, the ongoing need for the Deal and its importance in assisting economic recovery.

6.2 The Baseline Report notes:

'the key driver behind the City Deal was to spread economic growth over the City Region and improve the life chances of people living in some of Scotland's most deprived areas. Whilst there have been some improvements across the region in terms of reducing poverty, the need for investment remains as strong as ever. Covid-19 is only increasing the need.'

6.3 The Report recognises the importance of the Deal for safeguarding and creating employment:

'The economy has taken a major hit in this financial year...the unemployment impacts are only beginning to show. The Office of Budget Responsibility (OBR) developed unemployment forecasts in November 2020. It is difficult to project UK analysis on to the City Region economy as the structure of the local economy is different to that of the national. But, if this was to happen regionally, then there would be approximately 30,000 additional unemployed individuals in the coming months. This potential increase in unemployment is substantial considering that unemployment stood at 35,000 at the start of the year. It is important that projects like the City Deal are brought forward to offer alternative employment opportunities.'

6.4 The Report notes that the importance of infrastructure investment was recognised by the International Monetary Fund¹. Indeed, they suggest the need to speed up pipeline projects:

'Public investment can play a central role in the recovery, with the potential to generate, directly, between 2 and 8 jobs for every million dollars spent on traditional infrastructure...'

6.5 The Report's analysis confirms the need for the housing growth, commercial space and transport improvements the Deal is also supporting:

'One of the factors behind several City Deal projects is to enable the development of new housing. The latest NRS projections show there will be a growth of almost 80,000 new households in GCR by 2043.'

'it is not yet clear what longer-term changes will alter people's behaviours, and what that will mean in terms of how our places function – which will be a key consideration for Covid-19. But, in the latest data which was available prior to the lockdown, road usage was increasing. Commentators such as Rettie expect that the market will return to normal by 2023, well within the time horizons for the City Deal programme.'

¹ International Monetary Fund, [Public Investment for the Recovery \(Oct 2020\)](#)

- 6.6 Finally, the Economic Baseline recognises the ongoing need for the Deal in addressing the Region's Vacant and Derelict Land issues:

The City Region has a significant proportion of Scotland's total Vacant and Derelict Land, with large volumes within Glasgow and the Lanarkshires². Almost 80% (2,690 ha) of the vacant and derelict land within Glasgow City Region is located within the urban area; and over 70% (1,900 ha) is found in the areas most affected by the decline of heavy industry in Glasgow and North Lanarkshire. If the average rates of development and additions of vacant and derelict sites continue at historical rates, then it is estimated that it will take approximately 30 years to remove the current levels of urban vacant and derelict land from Glasgow City Region. Opportunities to address this have been created through the City Deal.

- 6.7 As projects continue to recover from the impacts of the 2020/21 lockdowns, further Change Control Requests are expected to be forthcoming in the early part of 2021/22. While final adjustments will be required, projects have committed to a series of ambitious milestones for 2021/22, helping to support economic recovery in the short to medium term and securing the infrastructure required for the economy in the long-term.

7. INFRASTRUCTURE PROGRAMME

- 7.1 The following section outlines the key project milestones which are expected to occur in 2021/22 for the City Deal Infrastructure Programme.

East Dunbartonshire Council (EDC) Projects

Bishopbriggs Place and Growth Programme

The project will be delivered by EDC in partnership with Strathclyde Partnership for Transport (SPT) and Glasgow City Council. It will boost the East Dunbartonshire economy and provide an integrated approach to improve traffic and transport infrastructure within Bishopbriggs and connections to the north of Glasgow and to the wider Region. The SBC was approved by February 2020 Cabinet, with the preferred way forward based around the following three key elements:

Delivery of phase 5 of the Bishopbriggs Relief Road to complete the route through East Dunbartonshire and Glasgow north, improving connectivity and unlocking strategic development sites to enable follow on investment;

Improvement to Sustainable Transport on the A803 Route Corridor 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; and

Bishopbriggs Town Centre Regeneration through provision of business space, improved accessibility and improved public realm.

Key Milestones 2021/22:

- Complete Economic Impact Assessment for the Place and Growth Programme by end of 2020/21.

² Scottish Government, [Vacant and Derelict Land Survey \(2020\)](#)

East Renfrewshire Council (ERC) Projects

M77 STRATEGIC CORRIDOR

The programme consists of seven sub-projects aiming to support the planned growth of Newton Mearns and the regeneration of the town of Barrhead will stimulate economic growth in East Renfrewshire through various projects around the M77 including a new visitor centre, new road link, business incubation facilities, employment links, country park improvements and a new railway station.

Levern Works: this project in Barrhead was completed in 2016. This included 10 business units at Crossmills and the preparation and remediation of 0.93ha of brownfield site at the former Nestle Purina factory. Construction work on the Business Boost Project is now 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. However, in line with Government advice, non-essential offices remaining closed, the property's car park in Greenlaw is presently being used as a COVID test centre

Key Milestones 2021/22:

- Restarting the marketing programme for Greenlaw Business Centre

Balgraystone Road: accelerating residential development in Barrhead by enabling access and utility services to new housing developments and improving accessibility to the nearby Dams to Darnley Country Park and planned railway station. The project completed on site in October 2020 and the new road has now opened to the public.

Key Milestones 2021/22:

- Construction works completed in October 2020

Aurs Road Realignment: improving local connections between Newton Mearns and Barrhead. This project will enable a potential bus route between communities by replacing a weak bridge and realignment of the road. The straightening of a section of road releases land to develop the Dams to Darnley Visitor Facilities Project which will follow on post completion.

Key Milestones 2021/22:

- Full Business Case - November 2021
- Construction Start - March 2022

Dams to Darnley Visitor Centre: creating a Regional visitor attraction at Dams to Darnley Country Park. Enhancements will include a visitor centre and water sports facilities, creating much needed visitor amenities.

Key Milestones 2021/22:

- Augmented OBC: December 2021

New Rail Station and Allied Works: a new railway station at Barrhead South on the Glasgow to Neilston line, with proposed bus interchange and car parking. This will serve the existing and a new residential community at Barrhead South, providing a sustainable transport solution. It will also provide easy and direct access to the Dams to Darnley country park.

Key Milestones 2021/22:

- Augmented OBC: January 2022

Levern Valley Links: this project will identify a new route to connect Newton Mearns and Barrhead, making it easier to access the M77 at Junction 5.

Key Milestones 2021/22:

The initial feasibility work will complete by early 2021

Glasgow City Council (GCC) Projects

CANAL AND NORTH GATEWAY (CITY CENTRE AND NORTH)

The Canal and North gateway project includes site remediation and servicing, new bridges and road access, public realm improvements and implementation of public transport and active travel infrastructure. These activities will promote sustainable economic growth through generating the Canal and North Gateway as a new integrated mixed use area of the City.

The remediation of Sighthill is now complete with follow-on investment in 2,400 new homes underway. Public realm work at 100 Acre Hill has been completed alongside the construction of 1.2km of new road and a new bridge at Cowlares.

Key Milestones 2021/22:

NGIWMS: Cowlares Link

- FBC: May 2021
- Construction Start: May 2021

FBC 7: Sighthill M8 Pedestrian Bridge

- Construction End: September 2021

CITY CENTRE ENABLING INFRASTRUCTURE PUBLIC REALM PROGRAMME (CITY CENTRE AND NORTH)

The public realm and place-making improvement project includes implementation of traffic management, bus priority, local cycle infrastructure, surface water management interventions and street trees in Glasgow City Deal, through a programme of 18 sub projects. Of these, the following are completed - Sauchiehall Street Avenue Phase 1 and Intelligent Street Lighting.

Key Milestones 2021/22:

Block A - Argyle St West (M8-Hope Street)

- FBC: September 2021
- Construction Start: October 2021

Block A - Kyle Street - North Hanover Street

- FBC: December 2021
- Construction Start: March 2022

Block A - The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)

- FBC: September 2021
- Construction Start: October 2021

Block A - Sauchiehall Street Precinct

- FBC: October 2021
- Construction Start: November 2021

Block B - Holland Street/Pitt St

- FBC: November 2021

- Construction Start: February 2022

CLYDE WATERFRONT AND WEST END INNOVATION QUARTER

The creation of an attractive urban quarter that supports high value business, with activities involving improvements to pedestrian/cycling routes and public transport links including new pedestrian/cycle bridge, upgrading a motorway/dual carriageway junction, land remediation, environmental improvements to public realm and works to enhance access and integrity of river frontage including quay wall works.

Key Milestones 2021/22:

Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm

- FBC: August 2021
- Construction Start: September 2021

Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link

- FBC: April 2022

Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 2

- FBC: June 2021
- Construction Start: August 2021

Access and Integrity of Waterfront - Windmillcroft Quay

- FBC: October 2021
- Construction Start: November 2021

Improving Connectivity between GU and QEUH - Govan-Partick Bridge

- FBC: June 2021
- Construction Start: August 2021

COLLEGELANDS CALTON BARRAS

This project located near the east of the city centre is designed to support growth and assist the area to reach its potential. Activities include railway station upgrade, junction improvements, land remediation, access works, environmental improvements, master planning and public realm improvements.

Key Milestones 2021/22:

Improving Public Transport: High St Station

- FBC: January 2022
- Construction Start: March 2022

Meat Market Roads and Infrastructure:

- FBC: July 2021
- Construction Start: August 2021

CBAP: Development Deficit Grant Scheme

- FBC: January 2022
- Construction Start: January 2022

METROPOLITAN GLASGOW STRATEGIC DRAINAGE PARTNERSHIP

A portfolio of drainage sub projects which will increase economic growth by addressing drainage constraints and negate potential flooding issues and the consequential impact on businesses and residents. Includes re-alignment of a watercourse channel, dynamic management of Forth and Clyde Canal and surface water management interventions.

Key Milestones 2021/22:**South East Glasgow SWMP**

- Construction Start: March 2022

Hillington/Cardonald SWMP - Ph 2

- FBC: June 2021

Hillington/Cardonald SWMP - Ph 3

- FBC: December 2021

Garrowhill/Ballieston SWMP

- Construction complete: November 2022.

Cockenzie St SWMP

- FBC: December 2021

Eastern Springburn SWMP

- FBC: February 2022

High Knightswood/Netherton SWMP

- FBC: March 2022

Inverclyde Council (IC) Projects**INCHGREEN**

Land regeneration project to provide utilities and access works and pier upgrading to deliver a multi-use commercial site, utilising essential quay assets. The location of this intervention is at the Inchgreen deep-water quay and the surrounding industrial land. The 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.

Key Milestones 2021/22:

- OBC Approval: June 2021
- Construction Start: Q1 2022

OCEAN TERMINAL

The project which aims to significantly increase cruise passenger traffic to west / central Scotland comprises marine and landward works. The marine works, involving dredging and a floating pontoon, are in progress. The landward works include the construction of a new visitor centre to allow up to 150,000 passengers to visit Greenock per annum. The centre will include a restaurant and a purpose-built gallery celebrating the work of local artist George Wyllie.

The marine works were complete in September 2020.

Ocean Terminal anticipates that the project will bring an additional 100,000 cruise ship passengers into the City Region each year.

Key Milestones 2021/22:

- Terminal Building - End of Construction: April 2022

INVERKIP

The project aims to upgrade the key transport network capacity on the A78 at three locations in and around Inverkip including a new signalised junction at Main Street, Inverkip

and signalised roundabout to access the former Inverkip Power Station site. These will unlock the development opportunity at a significant brown field site, enabling a 650 house mixed use site.

Key Milestones 2021/22:

- OBC Approval: estimated March 2022 (yet to be formally restated)

North Lanarkshire Council (NLC) Projects

A8/M8 CORRIDOR ACCESS IMPROVEMENTS

This project will deliver a new junction and a park and ride/share to enhance connectivity and improve employment and business access to key strategic employment sites from Newhouse to Bargeddie. It will be instrumental in unlocking development potential along the A8/M8 Corridor, help progress stalled commercial sites and facilitate improved public transport services. This will stimulate business investment and help create additional employment opportunities, supporting growth and development of business locations on the M8/A8 and within Eurocentral, Maxim Park, Mossend and Carnbroe.

Key Milestones 2021/22:

Eurocentral Park & Ride

- OBC: December 2021

Orchard farm roundabout

- FBC: December 2021

PAN LANARKSHIRE ORBITAL TRANSPORT CORRIDOR

This project consists new and upgraded transport infrastructure connecting communities to employment locations through a series of sub projects including: the new East Airdrie Link Road between Cumbernauld and the M8; the Ravenscraig Infrastructure Access (RIA) to improve access from the M74 and the M8 into Ravenscraig; the Motherwell Town Centre Interchange Project to upgrade and reconfigure the infrastructure around Motherwell train station to improve access and better facilitate intermodal passenger transport.

Key Milestones 2021/22:

Ravenscraig Infrastructure Access

- West Coast Main Line (WCML) Crossing FBC: October 2021
- WCML Construction start: January 2022

Motherwell Town Centre Interchange

- FBC: Sept 2021
- Construction Start: January 2022

GARTCOSH/GLENBOIG COMMUNITY GROWTH AREA

Road infrastructure to improve connectivity between the strategic road network to the Gartcosh/Glenboig Community Growth Area, increasing housing provision; and infrastructure to aid the development of the strategic employment location at Gartcosh Business Park.

The Glenboig Link Road enabling works were completed in February 2019.

Key Milestones 2021/22:

- Continuing to support the follow-on development of 1,188 new homes.

Renfrewshire Council (RC) Projects

CLYDE WATERFRONT AND RENFREWSHIRE RIVERSIDE

The project is made up of a number of elements designed to address the constraints and barriers to growth in the local and surrounding areas, both sides of the River Clyde and to address wider connectivity issues. A key aim is also to better connect communities to facilities, including the Advanced Manufacturing Innovation District Scotland (AMIDS), and open up the Clyde Waterfront for development. The major project elements are: a new opening road bridge across the River Clyde linking Clydebank to Renfrew; the Renfrew Northern Development Road; public transport and active travel infrastructure enhancements to the A8 Inchinnan Road.

Key Milestones 2021/22:

- Construction Start: July 2021

GLASGOW AIRPORT INVESTMENT AREA

The project consists of a number of elements designed to address the constraints and barriers to growth in the local area, to address wider connectivity issues and to further build on the potential for Glasgow Airport to play a major role as the international Gateway to Glasgow City Region. The key project site has been selected as the home of the new National Manufacturing Institute Scotland (NMIS), the UK's Medicines Manufacturing Innovation Centre (MMIC) and as part of a wider Advanced Manufacturing Innovation District - Scotland (AMIDS).

The major elements of the project comprise: realignment of Abbotsinch Road, including improvements to the A8 junctions to open up the existing Netherton Farm area for advanced manufacturing / commercial development and assist in the realisation of the Airport's Masterplan; new junctions at either end of the realigned Abbotsinch Road to link with the existing road network; a new bridge across the White Cart linking the Westway Business Park and adjacent development areas with the realigned Abbotsinch Road; new cycle and pedestrian links; green network enhancements.

Key Milestones 2021/22:

- Construction End: summer 2021

South Lanarkshire Council (SLC) Projects

CATHKIN RELIEF ROAD

This project enhances the local and strategic road network in the Rutherglen area. The main component of this project, Cathkin Relief Road, is now complete and opened to traffic in February 2017. The road is supporting follow on investment to the development of industrial and business floorspace on local opportunity sites and is helping to direct traffic away from residential areas and is anticipated to improve road safety.

Key Milestones 2021/22:

- Project Complete. Benefits Realisation ongoing.

COMMUNITY GROWTH AREAS

Community Growth Areas (CGAs) are located in Newton, Hamilton, Larkhall and East Kilbride. The CGAs represent the most appropriate areas to support long term growth and expansion in South Lanarkshire and are of a scale that will contribute to the economy at a City Region level.

City Deal funding will address the development 'viability gap' and be directed towards improvements to social and physical infrastructure to accommodate the increase in the number of residents (i.e. capacity in education, community facilities and roads) and in opening up/ preparing sites for development.

This project will enhance traffic capacity at two road junctions, improving transport connectivity and journey times. In East Kilbride work continues on the development of proposals for a new primary school to service the needs of the CGA.

Key Milestones 2021/22:

Larkhall CGA

Holy Cross High Extension

- FBC: February 2022

A72 Lanark Road / M74 Signalisation

- FBC: July 2021
- Construction Start: August 2021

Community Facility

- FBC: February 2022
- Contract Award: March 2022

East Kilbride CGA

New Primary School (Phase 1) – Jackton

- FBC: November 2021
- Construction Start: December 2021

Hamilton CGA

FBC4: Woodfoot Road/Wellhall Road Junction

- FBC: November 2021
- Construction Start: December 2021

FBC5: Wellhall Road/Hillhouse Road Junction

- FBC: November 2021
- Construction Start: December 2021

FBC7: Calderside Academy

- FBC: February 2022
- Contract Award: March 22

GREENHILLS ROAD/A726 DUAL CARRIAGEWAY

This project involves the widening of the existing A726 from Calderglen Country Park to the Torrance Roundabout and Greenhills Road from the Torrance Roundabout to Auldhouse Road to dual carriageway standard. It also includes the introduction of bus infrastructure measures at key locations and improvement of existing junctions along the route length. In addition, the scheme will also support the provision of enhanced active travel infrastructure by providing space for an on-road cycle lane. Works commenced on site in April 2019. The project will support the follow-on development of business, industrial and residential sites. The investment will improve this main access route to recreational, residential and industrial sites, helping to unlock the economic development potential of a wide strategic area in East Kilbride.

Key Milestones 2021/22:

- Construction End: July 2021

STEWARTFIELD WAY TRANSPORT CAPACITY ENHANCEMENTS

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 augmented SBC has been prepared. It was approved by the Council's Executive Committee on 10 March 2021.

Key Milestones 2021/22:

- SBC Cabinet Approval: June 2021
- OBC: Winter 2021/22
- FBCs: from Spring 2022

West Dunbartonshire Council (WDC) Projects

EXXON SITE DEVELOPMENT PROJECT

Redevelopment of the former oil terminal at Bowling and supporting infrastructure to realise the development of this area for commercial and industrial use. The project consists of: 1.95km of new spine road with associated drainage and lighting infrastructure; 1.32km of upgraded existing public road (A814); 24.77ha of land with reduced flood risk; 19.1ha of vacant and derelict land brought back into use; 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; and establishment of platforms for development across the site. These enabling works will support the development of financial, business, industrial and storage floorspace.

Key Milestones 2021/22:

- FBC: November 2021
- Construction Start: May 2022

Regional Projects

AIRPORT ACCESS PROJECT / METRO FEASIBILITY STUDY

In April 2020, the Cabinet agreed to pause the Airport Access Project to allow Glasgow City Council to complete a feasibility study on a Glasgow City Region Metro. The Metro proposal is based on a multi modal approach which may include bus rapid transit, tram, light rail and metro rail, integrating with the existing bus and rail networks using combinations of new infrastructure, reuse of disused railway and / or the conversion of existing rail to a new mode. This approach aims to improve connectivity within Glasgow and across the City Region.

Key Milestones 2021/22:

- Feasibility study for Glasgow Metro to be progressed during 2021
- in Autumn 2021 the final Strategic Transport Project Review Phase 2 report is expected to be published
- Local Transport Strategy is expected to be published by the end of 2021
- Regional Transport Strategy is expected to be published by the end of 2022

8. INNOVATION PROGRAMME

- 8.1 The MediCity Project business case period has now concluded. The remaining Innovation Projects – Tontine and the Imaging Centre for Excellence (ICE) – will also conclude their business case terms during 2021/22. A final closure report will be presented to Cabinet in October 2021.

9. PROGRAMME MANAGEMENT OFFICE (PMO) ACTIVITY PLAN 2021/22

- 9.1 The Glasgow City Region PMO and its Support Groups undertake a wide range of activities to support the management and governance of the City Deal Programme. Key activities which will be undertaken during 2021/22 are set out in the table below.

Theme	Action	Action Owner(s)	Proposed Timescale
Legal & Proc.t	Continue to deliver existing City Deal Community Benefit Strategy and Procurement Strategies	Programme Manager, Health and Inclusive Growth	Ongoing
	Support the development and delivery of the Glasgow City Region approach to Community Wealth Building.	Sustainable Procurement Group / Legacy and Evaluation Manager	Ongoing
	Create a Sustainable Procurement Strategy replacing the City Deal Community Benefit and Procurement Strategies	Procurement Support Group / Legacy and Evaluation Manager	Jun-21
Com. Benefits	Ensure a consistent and collaborative approach to community benefits delivery, monitoring and reporting that complies with approved governance arrangements, and shares good practice across partners.	Legacy Officer	Quarterly Reports
	Refresh GCR City Deal Guidance Documentation to reflect Sustainable Procurement Strategy	Legacy Officer	Jul-21
	Complete Cenefits Data Protection Impact Assessment (DPIA)	Legacy Officer	Jul-21
Benefits Realisation	Update the Benefits Realisation Dependencies Register on an ongoing basis	Legacy and Evaluation Manager	Ongoing
	Monitoring the delivery of benefits from City Deal infrastructure fund project benefits.	Legacy and Evaluation Manager	Quarterly
	Monitoring the delivery of benefits from City Deal innovation projects.	Legacy and Evaluation Manager	Quarterly
Benefits Realisation	Developing accurate mapping of City Deal benefits – both outputs and follow on developments.	Legacy and Evaluation Manager	May-21
Evaluation	Contribute to the development of the City Deal Evaluation Framework, alongside the Intelligence Hub.	Legacy and Evaluation Manager	Required for every City Deal business case
Finance	Preparation and submission of PMO Annual Accounts 2020/21.	Finance Manager	01/06/2020
Finance Finance	Preparation of Annual Statement of Grant Usage for the Employment and Skills Programme. Assessment and review of all grant claims.	Finance Manager	July 2021
	Financial Monitoring of the City Deal Programme Spend 2020/21 including contingency and optimism bias	Finance Manager	Quarterly

Theme	Action	Action Owner(s)	Proposed Timescale
	Agreeing Infrastructure Pass Down Letters for £65m Accelerated Funds 2020/21 with Member Authorities	Finance Manager	May 2021
Finance	Agreeing 2021/22 Grant Letter with Scottish Government	Finance Manager	Aug 2021
Finance	Agreeing Infrastructure Pass down Letter 2021/22 with Member Authorities	Finance Manager	Dec 2021
Finance	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Finance Manager	Bi-annually
Finance	Developing PMO budget for 2022/23	Finance Manager	Jan 2022
Finance	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report	Finance Manager	Ongoing
Finance	Processing quarterly grant claims	Finance Manager	Quarterly
Finance	Developing 5-year, annual and quarterly spend projections	Finance Manager	May 2021
Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Finance Manager	Aug /2021
Audit	Produce Internal Audit Plan for 2021/22	Internal Audit	06/04/2021
Audit	Audit Support Group meets	Internal Audit	31/05/2021
Audit	3 rd assurance audit report from 2020/21 audit plan – Grant Claim Eligibility phase 2	Internal Audit	01/06/2021
Audit	Follow Up Report (progress of previous audit recommendations)	Internal Audit	01/06/2021
Audit	Annual Governance Statement for 2020/21	Internal Audit	01/06/2021
Audit	Internal Audit Annual Report 2020/21	Internal Audit	01/06/2021
Audit	1 st assurance audit report from 2021/22 audit plan – Business Continuity and Resilience	Internal Audit	05/10/2021
Audit	2 nd assurance audit report from 2021/22 audit plan – Change Control and Contract Management Arrangements	Internal Audit	05/10/2021
Audit	Follow Up Report (progress of previous audit recommendations)	Internal Audit	05/10/2021
Audit	Audit Support Group meets	Internal Audit	30/11/2021
Audit	3 rd assurance audit report from 2021/22 – Equality Impact Assessments	Internal Audit	01/02/2022
Stakeholder & R.M.	Co-ordinate GCR Communication and Marketing Group meetings	Communication and Marketing Manager	, 26 May, 4 August, 29 Sept, 3 Dec

Theme	Action	Action Owner(s)	Proposed Timescale
Comms & Market'g	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Communication and Marketing Manager	Ongoing
Comms & Market'g	Lead on media for the City Deal Programme, developing a forward plan of upcoming opportunities, maintaining oversight of planned partner Project media releases and promoted via GCR social media and website channels.	Communication and Marketing Manager	Ongoing
Comms & Market'g	Oversight and monitoring of use of Glasgow City Region and City Deal brands, including look and feel and tone of voice.	Communication and Marketing Manager	Ongoing
Comms & Market'g	Management, updating, monitoring and reporting of GCR social media accounts (Twitter and Youtube) and day-to-day management and updating of City Deal website	Communication and Marketing Manager	Ongoing
Comms & Market'g	Produce annual report on Social Media and Website reach, with summary progress and recommendations going forward.	Communication and Marketing Manager	Jan 2022
Governance	Update the Assurance Framework	Assistant Head of Programme Management Office	Mar 2022
Governance	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	Communication and Marketing Manager	Quarterly
Governance	Develop the Annual Performance Report (April 2020 – March 2021).	Communication and Marketing Manager	Aug 2021
Governance	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Support Officer	Ongoing
Governance	Maintain Programme Risk Register and Issues Log	Programme Manager	Ongoing
Governance	Develop Interim and Quarterly Programme Status Reports	Programme Manager	Monthly
Governance	Maintain Overall Programme Plan	Programme Manager	Monthly
Governance	Complete Programme-level Lessons Learned exercises	Programme Manager	As required
Governance	Review Project Business Cases	All PMO staff as required	Ongoing
RES People	Deliver the actions within the Skills and Employment Portfolio Workplan	Senior Portfolio Development Lead - People (SEPG)	Ongoing
RES Business	Deliver the actions within the Tourism and Destination Marketing Portfolio Workplan	Senior Portfolio Development Lead - Business (Tourism)	Ongoing

Theme	Action	Action Owner(s)	Proposed Timescale
	Seek opportunities and develop ambitious and innovative programmes for additional funding streams including SG, VS, UKSPF and project funding; programmes to increase visitor numbers, support delivery of the Regional Tourism Action Plan and Regional Economic Recovery Plan and be responsive to industry need.	Senior Portfolio Development Lead - Business (Tourism)	31/03/2022
	Deliver the actions within the Enterprise Portfolio Workplan	Senior Portfolio Development Lead - Business (Enterprise)	Ongoing
RES Place	Deliver the actions within the Transport Portfolio Workplan	Senior Portfolio Development Lead - Place (Transport)	23/04/2021
	Agree and implement the Infrastructure and Assets Portfolio Workplan	Senior Portfolio Development Lead - Business (Enterprise)	01/07/2021
	Agree and implement the actions within the Housing Portfolio Portfolio Workplan	Senior Portfolio Development Lead - Business (Enterprise)	01/06/2021
	Agree and implement the actions within the Land Use and Sustainability Portfolio Workplan	Senior Portfolio Development Lead - Business (Enterprise)	01/06/2021

Glasgow City Region Sustainable Procurement Strategy

June 2021

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1. Foreword from the Chair of the Cabinet

In the past decade Glasgow City Region's economy and population have grown substantially and our productivity is projected to be higher than other UK post-industrial regions, including Manchester and Sheffield, if long-term trends continue.

We recognise this success has not been shared by all of our residents. But we are determined that decisions we make in procurement will benefit local businesses and local communities.

As eight local authorities in the City Region, we have a collective procurement spend of over £2 billion per annum. The scale of opportunity is enormous. How we manage our considerable spending power and procure goods and services must be aligned to our key challenges – in addressing inclusive growth, enhancing productivity, and responding to the climate emergency, as well as dealing with the current pressing challenge of economic recovery from the impact of Covid-19.

Our £1 billion City Deal is providing us with an opportunity to deliver social and physical transformation and to share this prosperity across the wider Region. Progress already made in our procurement plans includes work to ensure more consistent approaches across the eight council areas, improved supplier guidance and a shared IT solution to manage and maximise the delivery of community benefits secured through City Deal contracts.

To date local businesses have benefitted from over £109 million worth of City Deal contracts, around 50% of tier one City Deal contracts.

With this new strategy we have an opportunity to do things better, to make a real difference and to raise our ambitions to a higher level. It will build on successful practise from the City Deal. Crucially, it seeks to use our learning from collaborating on the City Deal to bring good practice into place for all capital infrastructure procurement programmes across the City Region.

We will also broaden our partnership to include other Regional partners and anchor institutions.

As the Region prepares to host COP26, the new strategy demonstrates that procurement is a vital tool in delivering on our net zero carbon ambitions

Our approach will support and embed the principles of Community Wealth Building, Fair Work First, promote the living wage, maximise opportunities for social enterprises and support the creation of a resilient skills and training pipeline across education and training providers. And to ensure that our approach to community benefits is tailored to the specific needs of local communities we will seek to develop a community wishlist approach.

We will work harder to support local businesses to benefit from public sector contract opportunities through better sharing of information.

An action Plan to support the strategy will be delivered by a dedicated Group of representatives from the eight partner councils, with progress regularly reported to Cabinet.

Success will require closer working and support from a broad range of partners and colleagues, not just within procurement, engaging with communities, businesses, third sector organisations and strategic partners.

By focusing on these key areas and priorities, our Regional approach to procurement will best benefit all stakeholders.



Councillor Susan Aitken

CHAIR OF THE GLASGOW CITY REGION CABINET
AND LEADER OF GLASGOW CITY COUNCIL

2. Background – Building on our Achievements

Glasgow City Region City Deal

In August 2014, the Glasgow City Region City Deal was signed between the eight local authorities (East Dunbartonshire; East Renfrewshire; Glasgow; Inverclyde; North Lanarkshire; Renfrewshire; South Lanarkshire and West Dunbartonshire) and the Scottish and UK governments. The Deal, which was the first in Scotland and one of the largest in the UK, was the first to benefit from funding from both the UK and Scottish governments. The objectives of the Deal, worth £1.13 billion, is to deliver on the following strategic objectives:

- 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.

In 2014, a Joint Committee, known as the Glasgow City Region Cabinet was constituted, made up of the Leaders of the participating authorities and responsible for decision making in relation to the City Deal and for determining the strategic economic development priorities for Glasgow City Region.

2. Background – Building on our Achievements

Glasgow City Region Sustainable Procurement Strategy

In 2015, the Cabinet approved the Glasgow City Region City Deal Procurement Strategy and Community Benefits Strategy (2015 to 2020) which put in place a shared approach to procurement and community benefits across the eight councils for the delivery of their City Deal funded projects.

As these documents were due to expire in 2020, the Glasgow City Region Cabinet on 11 August 2020 agreed a proposal to develop a single Glasgow City Region Sustainable Procurement Strategy that would:

- combine and build upon the successful collaboration achieved under the previous strategies;
- improve social, environmental and economic wellbeing;
- take into account developments in the wider policy landscape, such as Fair Work First, Grow Local, community wealth building, the circular economy, how public sector procurement can contribute to carbon reduction and climate adaptation;
- extend the collaborative approach to progressive procurement objectives beyond the scope of just the City Deal projects to include wider infrastructure investment; and
- to broaden the reach of the strategy to include capital investment by wider Regional economic partners and key anchor institutions.



Achievements to Date

Since the introduction of the Glasgow City Region City Deal Procurement Strategy and Community Benefits Strategy (2015 to 2020) we have made real progress.

Following the development of our key guidance documents - Buyers Guidance and Suppliers Guidance - to implement the strategies, and the regular, programme level reporting on contracts and community benefits, we have delivered significant achievement.

Some of our key contract and community benefits achievements since 2015 include:

- **Awarding 413 Tier 1 contracts to the value of £243.1 million** awarded to deliver City Deal projects
- **Nearly half of our Tier 1 contracts, valued at £116.1 million,** have been awarded to local businesses based within Glasgow City Region
- **Over 25% of Tier 1 City Deal contracts have been awarded to SMEs,** creating over £66 million of opportunities for small businesses
- **22% of all of our Tier 1 contracts** have been awarded to SMEs in Glasgow City Region
- **Secured a total of 1,214 contractual community benefit opportunities** from Tier 1 City Deal contracts, of which 216 of these benefits were employment and training opportunities

3. The Social and Economic Impact of the Region's Procurement

The recent Regional Economic Baseline report highlighted the various socio-economic strengths and challenges facing Glasgow City Region. In the baseline, key issues facing the Region were summed up by three grand challenges:

- **Inclusive Growth:** despite significant efforts by local and national government agencies for recent decades, the socio-economic situation for the local population can be summarised in the old adage – a tale of two cities, or in this case, regions. The haves and the have nots. Finding innovative ways to ensure all sections of society can prosper is crucial to addressing the prevalence of deprivation which has scarred Scotland's only true metropolitan region for far too long.
- **Enhancing Productivity:** the OECD has analysed in significant detail the missed productivity gap across UKs regions/cities in comparison to those in other European countries. Glasgow is one where the gap is significant. However, the Connected Places Catapult in 2020 identified the region as one of four with the strongest potential to join London, Oxford and Cambridge as the future engine of the UK economy.
- **Climate Emergency:** Glasgow City Region's local authorities are required to hit net zero emissions by 2045, whilst Glasgow has a more ambitious target of carbon neutrality by 2030. Reaching these targets requires not just an acceptance of the transition, but a proactive use of the economic development levers to accelerate, and scale progress.

These are being used to shape the development of future policy and strategy. It is clear that public sector procurement within Glasgow City Region has a role in addressing these challenges. This can be evidenced by analysis conducted on the local authority procurement in 2018 to 2019 to establish the economic impact of that spending within the Region.

The Economic Potential of Regional Procurement Spending

In the financial year 2018 to 2019, the total amount spent on procurement by the eight Glasgow City Region member authorities was **£2.185 billion**. Of this amount, **approximately £1 billion was retained within the Region - secured by suppliers based within Glasgow City Region.**

Based on the procurement spend for 2018 to 2019, it is estimated that this would deliver the following economic benefits:

Economic Impact on GCR Economy of Procurement Spending in 2020

- Output – would increase by £2.57 billion,
- GVA – would increase by approximately £1.6 billion and
- Jobs – 28,500 jobs would be supported. (This is over 3% of Regional economy and its jobs)

As noted, just under half of the money spent on procurement by local authorities was kept within the Region. This shows the scale of opportunity that a sustainable procurement strategy has to enhance the economy and help address the three grand challenges.

4. Community Wealth Building – Progressive Use of Procurement

Promoting Community Wealth Building (CWB) approaches is a priority for Glasgow City Region and is seen as a key principle that will underpin economic recovery from the Covid pandemic, and support our long-term aspirations for the Glasgow City Region economy. The Scottish Government's 'Programme for Government' includes a commitment to work with Glasgow City Region to develop a bespoke Community Wealth Building action plan. This work has already commenced. Working with the Centre for Local Economic Strategies (CLES), we have delivered separate reports focussing on two of the key pillars of CWB – socially just use of land; and progressive use of procurement.

These reports highlight progress made to date by the City Region councils and include recommendations for future approaches. The report on the progressive use of procurement, which recognises the significant good practice already underway in Glasgow City Region, has informed and confirmed the content of this strategy and action plan.



5. The Development of the Sustainable Procurement Strategy

A workshop was held with key stakeholders and partners in August 2020 to support the strategy development; identify the priorities that we wanted it to address, and action plan to support it.

The outcome of the workshop was the identification of the following seven priorities:

1. PRIORITY GROUPS

Building on the work in the delivery of the City Deal to identify and target community benefits, we will encourage and monitor the opportunities secured through procurement for priority groups, including:

- Young people (16-24 years);
- Women – assuming primary care role for children;
- Disabled people;
- Black Minority Ethnic people; and
- People experiencing poverty and deprivation.

The Equality Act 2010 defines disability as a long-standing physical or mental impairment which causes substantial difficulty with daily activities. In Glasgow, 28% of the population have a limiting long-term condition or impairment, rising to over 30% in some areas. Almost a third (31%) of all Glasgow residents have one or more health conditions.

2. TACKLING INEQUALITY

We will use procurement to create additional employment opportunities, and in particular to advance equality at every stage of the procurement process, including the use of award criteria and tender specifications, to encourage employers to focus on increasing opportunities for disabled people, minority ethnic people employed; gender progression at the beginning and end of the contract; and addressing the gender pay gap.

3. COMMUNITY WEALTH BUILDING

How can we maximise the benefits to the local economy and encourage a better balance in the supply chain - promote inclusion and participation and get more people in the local labour market?

4. SKILLS

How can we ensure that the skills pipeline is in place to meet future needs, that opportunities are accessible to all, and that targeted training does not displace existing jobs and helps focus on new ones? We will aim to align our strategy between existing national, local and Regional initiatives and link in with colleges and training providers

5. EMPLOYMENT

How can we use procurement and community benefit to prioritise the creation of meaningful local jobs within Glasgow City Region, and use targeted recruitment to help vulnerable groups; long term inactive due to ill health, older people, women, young people move in to work or closer to the labour market.

6. BUSINESSES

To support our local businesses and their supply chains at risk from Brexit or the impact of the pandemic, including opportunities for financial support, by:

- the use of procurement activity to support the local business base (for example, Grow Local)
- encouraging Tier 1 contractors to support local supply chains
- encouraging local spending in SMEs, social enterprises, supported businesses, and the third sector; and,
- help local businesses to build resilience to future economic shocks (Brexit etc).

7. PLACE/ENVIRONMENT

Maximise opportunities from procurement and community benefits to bring vacant and derelict land back into use; to reduce carbon emissions and industrial pollution, promote the circular economy, and to provide support to local environmental projects.

6. Strategic Objectives

Based upon the priorities identified during the engagement with stakeholders and partners, we were able to develop five strategic objectives:

- 6.1 Encouraging Collaboration across the Glasgow City
- 6.2 Supporting Local Businesses to Thrive
- 6.3 Creating Opportunities for Employment and Jobs
- 6.4 Skills, Training and Fair Work
- 6.5 Mitigating the Impact of Climate Change and Reducing Carbon Emissions

The scope of these strategic objectives and how we will deliver them is set out in the following sections. The more detailed tasks that will underpin how we will deliver on our headline actions are set out in the Action Plan.



6.1 Encouraging Collaboration across the Glasgow City Region

Aim

To create a truly collaborative approach to procurement across all Regional Economic Partners in Glasgow City Region, ensuring the use of simplified, co-ordinated, consistent policies and processes.

We recognise that it is people and organisations that make great procurement happen and through new ways of effective partnership working and collaboration, with public and private sector bodies and communities, pressing issues that have an impact on key areas where change may need to be considered will be identified and tackled. Through hard work and the delivery of innovative solutions and projects outcomes will be achieved that will have a big an impact on the public sector and private sectors by the big issues addressed collectively and future proofed sustainable ways of working will become the new norm.

How We Will Do It

We will:

- collaborate more effectively with the eight local authorities and link with partners, and other key anchor institutions in Glasgow City Region, including the NHS, Universities, Further Education, Construction Industry Training Board, etc.
- seek to align approaches to procurement and community benefits, share learning, and seek consistency across Glasgow City Region partners, delivering a simplified and more consistent approach.

What the Outcomes Will Be

The outcomes will include:

- greater consistency and certainty for the Glasgow City Region partners in tendering and for businesses bidding for contracts.
- a more efficient, streamlined and improved service through collaboration brought about by greater sharing of best practice and standardisation of processes where possible.



6.2 Supporting Local Businesses to Thrive

Aim

We will aim to develop resilient local supply chains, providing clear advice and consistent approaches to procurement and community benefits, ensuring businesses are aware of, and are able to take advantage of procurement opportunities, supported by a programme of active and innovative supplier engagement and development support.

We understand that successful contracts depend on good contract management and good contract management depends on good supplier relations. We want to build good supplier relationships, including trust, openness, clear communications and common understanding. We will focus on how we can support the opening up of the supply chain and provide practical support and guidance to suppliers. We aim to collectively deliver outstanding responses to change that will encourage and support the regional SME business base.

How We Will Do It

We will:

- work with Economic Development colleagues across Glasgow City Region to support strong local supply chains.
- meet the national objectives for the prompt payment of suppliers by all City Region partners and promote the prompt payment of subcontractors.
- develop a Capital Investment Plan to share information about forthcoming infrastructure investment with businesses in Glasgow City Region.
- analyse the supply chain in Glasgow City Region to identify specific areas of strength and opportunities to develop specific sectors and work closely with the Supplier Development Programme (SDP) to deliver effective supplier engagement and improve the capability of local businesses to bid for contracts.

What the Outcomes Will Be

We will:

- have delivered simplified and more consistent procurement processes for businesses tendering for contracts across Glasgow City Region.
- have raised awareness among suppliers of forthcoming opportunities to bid for contracts related to capital investment by Glasgow City Region partners.
- have supported businesses to access existing supply chains and increased their capability to successfully bid for contracts.



6.3 Creating Opportunities for Employment and Jobs

Aim

To pioneer the use of procurement to maximise and target employment opportunities – supporting young people to enter the labour market, addressing the gender pay gap, and encouraging opportunities for career progression.

We will promote the use of procurement as a means to bring people into employment and will build on the progress made by eight partner councils' collaboration on procurement and community benefits in the £1.13 billion Glasgow City Region City Deal since 2014. We will become an exemplar of what good procurement looks like by consistently signalling our desire, delivered by contracts specifications, to deliver our social aspirations to support identified priority groups of people who disproportionately experience disadvantage and inequality within our region to gain skills, employment and career progression.

How We Will Do It

We will:

- use tender or ITT specifications, including community benefit requirements, to encourage the creation of, fair, quality job opportunities for residents in Glasgow City Region, with a focus on identified priority groups including those protected under the Equality Act 2010.

What the Outcomes Will Be

We will:

- increased employment opportunities secured through the capital investment of Glasgow City Region partners, particularly for those residents within key target groups such as young people, women, Black and Minority Ethnic residents, people experiencing poverty and deprivation, and those with disabilities.



6.4 Skills, Training and Fair Work

Aim

To utilise procurement to support the principles of fair work, promote the living wage, maximise opportunities for social enterprises and to support creation of a resilient skills and training pipeline across education and training providers.

We will use the opportunities of procurement and community benefits to align with the priorities of our Regional Skills Investment Plan, supporting the development of a skills and training pipeline for infrastructure projects across the City Region. Our approach will be informed by the principles of Community Wealth Building and will seek to promote the progressive use of procurement. We will embed principles of Fair Work First in our approach, incorporating the [Scottish Government's guidance](#) and [toolkit](#) into our regional approach. Aligning our strategy with FE, HE and training providers it will allow us to maintain a skills pipeline that delivers opportunities accessible to our residents.

How We Will Do It

We will:

- use our infrastructure investment to maximise the skills and training opportunities for Priority Groups and deliver on the principles of Fair Work First.
- introduce a 'community wishlist' approach to identify tangible benefits from local communities.
- use the Labour Market Forecasting tool, developed by CITB, to accurately calculate the labour market requirements for infrastructure investment in Glasgow City Region and share skills and training demand information with providers.
- target training opportunities through community benefits which help to create/sustain training pipelines (for example, to provide the work experience placement element required as part of a Foundation Apprenticeship or a Taster Session as part of a Council or Delivery Partner programme.

What the Outcomes Will Be

We will:

- increase the number of skills and training opportunities that are secured and delivered
- improve the match between skills provision and demand
- where appropriate evaluate progress being made towards delivering tender proposals in relation to the Fair Work First criteria.



6.5 Mitigating the Impact of Climate Change

Reducing Carbon Emissions

Aim

To maximise the use of procurement towards supporting the transition to net zero emissions, reduce potential supply chain disruptions and work with our supply chains to reduce carbon emissions, incentivise climate resilience and mitigation efforts and build their capability.

We know the magnitude of climate change and recognise that the supply chain presents a significant opportunity to drive emissions reduction and build resilience to climate impacts for the Region. We will make every effort to maximise the opportunities presented by procurement for best environmental impact from our contracts, ensure that supplier activities contribute to the increased ambition of the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019. We will manage supply chains and update Contract Clauses and Terms and Conditions when developing specifications for contracts to take consideration of climate change to reduce emissions and adapt to climate impacts throughout the supply chain.

How We Will Do It

We will:

- use our approach to procurement to reduce carbon emissions.
- work with suppliers to demonstrate their contribution towards our net zero carbon, climate resilience, and adaptation objectives.
- support our potential and existing suppliers to improve their sustainability and reduce their carbon emissions.

What the Outcomes Will Be

We will:

- reduce the carbon footprint of Glasgow City Region's Scope 3 emissions from procurement
- encourage resilience within the supply chain to ensure businesses can deal with vulnerabilities caused by climate change
- build an evidence base of supplier practice which can be shared with other future suppliers and inform future contract specifications.



7. Sustainable Procurement Strategy Governance

Using the existing governance structures of Glasgow City Region we will ensure that we work effectively, compliantly and responsively. Through our dedicated regional procurement structures – the Procurement Support Group and the Sustainable Procurement Strategy Group – we bring together the eight Member Authorities alongside our key partners in government, the Supplier Development Programme, and other anchor institutions in Glasgow City Region to deliver the objectives and actions in this strategy.



8. Monitoring and Reporting

Buyers and Supplier Guidance is in place to reflect sustainable procurement and community benefit strategy commitments. The Buyers Guide is intended for use as a 'Single Point of Reference' for the adoption and application of a consistent, standard approach to the procurement of contracts and the delivery of Community Benefit Outcomes.

The delivery of Community Benefit commitments is a Key Performance Indicator (KPI) on City Deal contracts and Community Benefit clauses are rigorously monitored. Tender documents include an obligation on suppliers delivering City Deal contracts to provide such information as the City Deal shall reasonably require, enabling the City Deal to measure and produce performance reports for the Community Benefit KPIs.

Information for all Community Benefits committed within contracts is collected via a single, shared monitoring and reporting system. Standardised Benefit Outcome Evidence Report (BOER) templates are completed by the supplier for each benefit outcome delivered and Tier 2 contract awards and provide measures of sustainability. Increased use by Member Authorities of the Cenefits system for the monitoring and management of community benefits secured through their wider capital investment programmes remains an ambition, which, once realised, will allow for the same level of community benefit reporting as seen for the City Deal Programme with the opportunity for continuous improvement.



9. Action Plan

We have set out a clear action plan containing key tasks, owners and timescales. We will report on the delivery against these actions through the Procurement Support Group and through the Annual Implementation Plan. The timescales set out within the Action Plan are currently expressed at a high level in terms of short, medium and long term.

The Procurement Support Group and the Sustainable Procurement Strategy Group will sign off detailed timescales for the delivery of the actions and these will be incorporated into the Glasgow City Region Programme Management Office' Annual Implementation Plan.



OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
1. Encouraging Collaboration across the Glasgow City Region To create a truly collaborative approach to procurement across all Regional Economic Partners in Glasgow City Region, ensuring the use of simplified, co-ordinated, consistent policies and processes.	1.1 We will collaborate more effectively with the eight local authorities and link with partners, and other key anchor institutions in Glasgow City Region, including the NHS, Universities, FE, Construction Industry Training Board, etc.	1.1.1 The membership of the Sustainable Procurement Strategy Group (SPSG) should be extended to include representatives from key public sector anchor institutions, CITB and the Supplier Development Programme.	Ongoing	Sustainable Procurement Strategy Group and Glasgow City Region Programme Management Office (PMO)
		1.1.2 Procurement Support Group (PSG) to carry out a high-level mapping exercise of existing Framework Agreements and how these collaborative agreements are used (for example, APUC, Scotland Excel, MAs and National frameworks).	Short Term to Medium Term	Procurement Support Group
		1.1.3 We will establish a forum with Tier 1 suppliers, the Supplier Development Programme, CITB, Federation of Small Businesses, and other relevant partners, to share experience and best practice.	Every 6 months	Sustainable Procurement Strategy Group and Supplier Development Programme (SDP)

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
1. Encouraging Collaboration across the Glasgow City Region To create a truly collaborative approach to procurement across all Regional Economic Partners in Glasgow City Region, ensuring the use of simplified, co-ordinated, consistent policies and processes.	1.2 We will seek to align approaches to procurement and community benefits, share learning, and seek consistency across Glasgow City Region partners, delivering a simplified and more consistent approach.	1.2.1 Maintain, update, and develop the Buyers Guidance document, and share it with all partners and anchor institutions.	Ongoing/ Reviewed annually	Procurement Support Group
		1.2.2 Develop a toolkit that includes a range of sample documents to be used for a selected Procurement Route.	Medium to Long Term	Procurement Support Group
		1.2.3 We will map the existing approaches to contract management used by partners in GCR and ensure that effective approaches to contract management are in place.	Ongoing	Procurement Support Group
		1.2.3 We will map the existing approaches to contract management used by partners in GCR and ensure that effective approaches to contract management are in place.	Ongoing	Procurement Support Group
		1.2.4 All MAs will consistently apply the processes set out within the GCR Buyers Guide and issue the GCR Suppliers Guide with targeted menu options for suppliers to select from	Short Term	Member Authorities

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
1. Encouraging Collaboration across the Glasgow City Region To create a truly collaborative approach to procurement across all Regional Economic Partners in Glasgow City Region, ensuring the use of simplified, co-ordinated, consistent policies and processes.	1.2 We will seek to align approaches to procurement and community benefits, share learning, and seek consistency across Glasgow City Region partners, delivering a simplified and more consistent approach.	1.2.5 We will implement a common, shared system for recording contract and community benefits information (for example, Cenefits) for City Deal projects and look to extend this to wider Regional procurement activity.	Short Term	Procurement Support Group and GCR PMO
		1.2.6 Share the Buyers and Supplier Guidance with anchor institutions in GCR for consideration and encourage them to adopt shared practices and objectives.	Short Term	Sustainable Procurement Strategy Group
		1.2.7 Create and maintain a Communication Plan that will include the identification and sharing of case studies, examples of good practice and innovation across the City Region.	Quarterly	Procurement Support Group and GCR PMO
		1.2.8 We will seek to put in place qualitative studies that will allow us to assess, evaluate and share information about the longer term impact of progressive procurement.	Medium to Long Term	GCR PMO

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
2. Supporting Local Businesses to Thrive We will aim to support resilient local supply chains, providing clear advice and consistent approaches to procurement and community benefits, ensuring businesses are aware of, and are able to take advantage of procurement opportunities, supported by a programme of active and innovative supplier engagement and development support.	2.1 We will work with Economic Development colleagues across Glasgow City Region to regenerate local supply chains.	2.1.1 Linking with officers through the Enterprise Portfolio Group and the Supplier Development Programme we will collaborate closely to put in place actions to support and regenerate local supply chains.	Ongoing	Enterprise Portfolio and Supplier Development Programme
		2.1.2 Working with Scottish Enterprise, identify and support companies with development opportunities to enhance supply chain potential.	Short Term	Enterprise Portfolio Group and Scottish Enterprise
	2.2 We will meet the national objectives for the prompt payment of suppliers by all City Region partners and promote the prompt payment of subcontractors.	2.2.1 Liaising with the City Region Finance Strategy Group, we will develop a regional approach to encourage Tier 1 contractors to make prompt payments to sub-contractors, by gathering information and monitoring data from each MA.	Short Term and ongoing.	Procurement Support Group and Finance Strategy Group
	2.3 We will develop a Capital Investment Plan to share information about forthcoming infrastructure investment with businesses in Glasgow City Region.	2.3.1 Acquire the capital investment plans for each of the eight member authorities and relevant partner organisations and create a combined report to be shared.	Short to Medium Term	GCR PMO and Finance Strategy Group

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
2. Supporting Local Businesses to Thrive We will aim to support resilient local supply chains, providing clear advice and consistent approaches to procurement and community benefits, ensuring businesses are aware of, and are able to take advantage of procurement opportunities, supported by a programme of active and innovative supplier engagement and development support.	2.4 We will analyse the supply chain in Glasgow City Region to identify specific areas of strength and opportunities to develop specific sectors, and work closely with the Supplier Development Programme (SDP) to deliver effective supplier engagement and improve the capacity of local businesses to bid for contracts.	2.4.1 Carry out an analysis of the strengths and weaknesses of the GCR supply chain, utilising a range of data sources including that provided by Grow Local.	Short to Medium Term	GCR Intelligence Hub
		2.4.2 In partnership with the Supplier Development Programme we will ensure local SMEs are aware of requirements to engage with Tier 1 contractors and their forthcoming work packages, and that targeted support is in place for local/SMEs.	Short to Medium Term	Sustainable Procurement Strategy Group, Supplier Development Programme and CITB
		2.4.3 Deliver an ongoing programme of effective supplier engagement and outreach with potential local suppliers.	Ongoing	Supplier Development Programme and Enterprise Portfolio Group
		2.4.5 Ensure that the terms and conditions of Framework Agreements used are aligned with the arrangements set out within GCR Buyers Guidance.	Short to Medium Term	Member Authorities and Procurement Support Group

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
3. Creating Opportunities for Employment and Jobs To pioneer the use of procurement to maximise and target employment priority groups – supporting young people to enter the labour market, addressing the gender pay gap, and encouraging opportunities for career progression.	3.1 We will use tender or ITT specifications, including community benefit requirements, to encourage the creation of, fair, quality job opportunities for residents in Glasgow City Region, with a focus on identified priority groups including those protected under the Equality Act 2010.	3.1.1 We will embed the use of the Regional Community Benefits Outcome Selection Menu to incentivise the delivery of community benefits to GCR priority groups.	Ongoing	Procurement Support Group
		3.1.2 Create a standard approach and set of sample documents that will allow us to gather evidence from suppliers of their equalities and diversity policies and to demonstrate how these are having an impact.	Ongoing	Procurement Support Group and Supplier Development Programme
		3.1.3 Building on current work, including through Scotland Excel, the Supplier Development Programme, and Grow Local, we will identify opportunities to allow us to increase the advertising of subcontracting opportunities for Tier 2 suppliers.	Medium to Long Term	Procurement Support Group

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
4. Skills, Training and Fair Work To utilise procurement to support the principles of fair work, promote the living wage, maximise opportunities for social enterprises and to support creation of a resilient skills and training pipeline across education and training providers.	4.1 We will use our infrastructure investment to maximise the skills and training opportunities for Priority Groups and deliver on the principles of Fair Work First.	4.1.1 Within each member authority, Economic Development/Education Services will link with procurement officers at the pre-tender stage to plan how opportunities can be targeted on priority groups.	Medium Term	Enterprise Portfolio, Skills and Employment Portfolios to engage with Procurement Support Group.
		4.1.2 Align Employability Programmes and activity to promote opportunities linked to the Capital Investment Plan.	Medium Term	Skills and Employment Portfolio
		4.1.3 We will actively consider how Fair Work First principles, as set out in the Scottish Government Guidance, apply to procurement and embed the Scottish Government's Fair Work First Guidance and use of the Toolkit within our Buyers Guidance.	Short Term to Medium Term	Procurement Support Group
	4.2 We will introduce a 'community wishlist' approach to identify tangible benefits from local communities.	4.2.1 We will undertake research to scope the delivery of a regional Wishlist approach for Glasgow City Region.	Medium to Long Term	Procurement Support Group and GCR PMO

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
4. Skills, Training and Fair Work To utilise procurement to support the principles of fair work, promote the living wage, maximise opportunities for social enterprises and to support creation of a resilient skills and training pipeline across education and training providers.	4.3 We will use the Labour Market Forecasting tool, developed by CITB, to accurately calculate the labour market requirements for infrastructure investment in Glasgow City Region and share skills and training demand information with providers.	4.3.1 PMO to action and share information with the relevant partners and portfolio groups.	Ongoing	GCR PMO
	4.4 We will target training opportunities through community benefits which help to create/sustain training pipelines (for example, to provide the work experience placement element required as part of a Foundation Apprenticeship or a Taster Session as part of a Council or Delivery Partner programme.	4.4.1 Ensure that individuals in priority groups are able to access training programmes that are part of the Employability Pipeline.	Ongoing	MAs - Economic and Education Leads and Skills and Employment Portfolio Group.

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
5. Mitigating the Impact of Climate Change To maximize the use of procurement towards supporting the transition to net zero emissions, reduce potential supply chain disruptions and work with our supply chains to incentivise climate resilience and mitigation efforts and build their capacity.	5.1 We will place reducing carbon emissions at the heart of our approach to procurement. 5.2 We will work with suppliers to demonstrate their contribution towards our net zero carbon, climate resilience, and adaptation objectives.	5.1.1 We will embed the Scottish Government's Sustainable Procurement Guidance and Tools in our Buyers' Guidance.	Short Term	Procurement Support Group
		5.2.1 We will develop a series of qualitative questions designed to inform suppliers of the City Region's net zero objectives and encourage them to mitigate any climate impacts.	Medium Term	Procurement Support Group
		5.2.2 We will update our Suppliers' Guidance and Buyers' Guidance to ask suppliers to demonstrate that they have taken steps to consider climate adaptation and the resilience of their own supply chains, where it is practical to do so.	Medium Term	Procurement Support Group
		5.2.3 We will work with the Scottish Government and partners to identify and consider practicable methodologies that allow suppliers to quantify embodied carbon within the procurement process.	Medium to Long Term	Sustainable Procurement Strategy Group

OBJECTIVE	ACTION	TASK	TIMESCALE	OWNER
5. Mitigating the Impact of Climate Change To maximize the use of procurement towards supporting the transition to net zero emissions, reduce potential supply chain disruptions and work with our supply chains to incentivise climate resilience and mitigation efforts and build their capacity.	5.2 We will work with suppliers to demonstrate their contribution towards our net zero carbon, climate resilience, and adaptation objectives.	5.2.4 To improve the climate resilience of our supply chains and reduce their vulnerability to climate risks we will work with partners to develop an approach to baselining information about existing supply chains. This will identify the most vulnerable supply chains as a way of helping prioritise areas and identify opportunities to include climate resilience clauses within contracts.	Medium to Long Term	Sustainable Procurement Strategy Group
		5.3.1 By encouraging the use of existing resources for training and education, such as those provided by Zero Waste Scotland and the Supply Chain Sustainability School and working with the Supplier Development Programme, we will support suppliers to cut carbon emissions, support the circular economy, and make their businesses more sustainable.	Short to Medium Term	Supplier Development Programme and Sustainable Procurement Strategy Group
		5.3.2 We will review our community benefits menu to explore how we can include support for relevant projects and activities that support our adaptation, climate resilience and net zero objectives, such as the Clyde Climate Forest.	Short Term	Procurement Support Group

Glasgow City Region Climate Adaptation Strategy and Action Plan

**Choosing
to flourish
in our future
climate**

Funded and produced on behalf of the following organisations:



Produced by:



About Climate Ready Clyde

Climate Ready Clyde (CRC) is a cross-sector initiative funded by fifteen member organizations and supported by the Scottish Government to create a shared Vision, Strategy, and Action Plan for an adapting Glasgow City Region (GCR). 1.8 million people live, work and play in Glasgow City Region and a large number of businesses and organizations are based here, with £40 bn of GVA – a third of Scotland's population and wealth. Increasingly they are impacted by the effects of climate change, both directly and from changes happening around the world.

Adaptation is a strategic issue for Glasgow City Region in terms of securing inward investment and protecting the economy, as well as contributing to good placemaking, addressing inequality and minimizing and avoiding costs arising from unplanned impacts. Climate Ready Clyde was established on the basis that adapting is cheaper, easier and more effective when done together.

- **Collaborating for collective impact** – Ensuring society is resilient to climate change requires us to reach across silos, sectors and agendas to create collective impact. Our members are committed to working together and with others in an innovative and inclusive way, so that CRC leads by example and effectively governs the adaptation space.
- **Informing and shaping the direction of Glasgow City Region and wider Scotland** – Our members and the Secretariat are at the heart of the debates and discussion of the future of the City Region and wider Scotland, helping to shape a climate resilient future, for all those who live and work in the City Region.
- **Our work on evidence, adaptation guidance and resources** helps those in the City Region working on the delivery of adaptation do more, faster..
- **Leading in the global movement for climate action** – We place Glasgow City Region's efforts to adapt on a global stage, showcasing the leading work we do to inspire and support cities and regions around the world, and connecting and learning from those who can help us accelerate our plans.



Climate Ready Clyde is managed and delivered by Scottish sustainability charity Sniffer.

The future we choose

A Glasgow City Region flourishing in the future climate



It is 2050. We successfully strengthened Glasgow City Region's resilience to climate change and are flourishing in a new climate. In the 2020s, the challenge of the COVID-19 pandemic resulted in social renewal and a green recovery, bolstered by renewed ambition at COP26 in Glasgow, which strengthened the delivery of net-zero carbon emission targets for Glasgow City Region and Scotland. Media and cultural organizations joined efforts to imagine and help develop a better future.

Buoyed by the progress of the 2020s, civic society continued to step up; more people took on active roles to enable their communities to become climate resilient and society collaborated to reduce emissions and achieve net-zero. New groups emerged and engaged, whilst existing organizations and communities in Glasgow City Region took bold steps to redraw the landscape, directing resources and assets towards a climate-ready future. Government policies focused on ensuring well-being in a changing climate and long-term societal and economic resilience to several potential shocks and stresses.

As a result, Glasgow City Region thrives in 2050; it is a great place to live and work in, and to visit. Stepping outside, the air is clean and fresh due to the delivery of our net-zero ambitions, as well as from the abundant trees and green spaces which help keep the city and towns cool on hot days, regulate flows of water, and reduce flood risks. Most people get around by walking, biking, scooting or public transport, in a climate resilient transport network. Although flooding, heatwaves and storms still happen, infrastructure was modified to cope with their impacts and the routine plans established allow normal daily life to continue, supported by strong, resilient communities.

In the early 2020s, local governments, businesses and community groups collaborated closely. Responding to the changing river and coastline, they reshaped their local places and agreed how to best manage land over the long-term. Businesses and communities responded to strong public sector leadership and market signals, in turn accelerating public action. As a result, risks are reduced and building insurance is more affordable due to the combination of public investment, early warning and plans in place.

Local companies, including major multinationals, mainstreamed climate risks in their strategies in the 2020s, and now there is public and private investment in climate resilience, helping the region cope with the shocks and stresses of extreme weather events. Improved quality of life and enhanced resilience has also helped attract new investments into the region over the more recent decades. Businesses, organizations and communities have transformed, having honed their skills and knowledge to become climate ready. The transition created green jobs in climate change adaptation and today there is a thriving sector dedicated to managing risks and realizing climate opportunities.

In the 2020s it felt uncertain whether climate change would reduce the opportunities for the next generation, but the changes started then have led to a bright future for those in Glasgow City Region. Today, Glasgow City Region is seen as a centre of excellence on climate adaptation; our thriving community of adaptation experts provide support and evidence to other city regions around the world.

An un-adapted Glasgow City Region



It is 2050. More extreme weather events are regularly occurring, as scientists have warned for decades. Major flooding is widespread and big storms and heatwaves are now part of normal life.

Glasgow City Region is a much riskier place to live and climate-anxiety is commonplace. In winter, heavy rainfall and storms mean citizens now routinely check SEPA's flood forecasts as a necessity and the media regularly tell us that new threats are always a looming possibility.

Walking down the street feels profoundly different from the 2020s. Although there are still some green spaces, Glasgow City Region has an absence of places where we can experience nature. Access to green space is a postcode lottery and makes it harder for wildlife to migrate and survive. Riverbanks are lined by grey, concrete and steel; flood defences restrict people's access to the river and provide a vivid reminder of the constant risks of flooding. Spotting a redshank on the Clyde's banks is now cause for celebration rather than a regular occurrence.

Getting around needs careful planning; despite continued infrastructure investments, new developments weren't climate-proofed and disruption to travel is frequent. Flash flooding disrupts our commutes to work, and the school run, whilst coastal erosion along the river estuary has increased, damaging low-lying railway lines and breaking links into the city centre. Other trains are regularly delayed or cancelled due to flooding, landslides and heatwaves. Roads are also vulnerable, with the motorways, Erskine Bridge and the Rest and Be Thankful frequently closed due to climate extremes.

The region's coastal towns have grown with new developments, but these are proving prone to flooding and rising sea levels, and some are becoming uninsurable. Many other medium and long-term climate risks – such as extreme temperatures – have been neglected in forward planning. As a result, homes and buildings overheat regularly, affecting the elderly and the young, and care for the elderly is even more expensive as increased air conditioning requirements in care homes drive costs higher. These impacts have widened economic and social divides. There is widespread public concern about why previous decisions ignored climate risks. Now, communities are anxious about their futures, worrying about where and how they will live, and whether they can afford to move or retrofit their recently built homes.

Climate change hit public finances and the region's economy hard. An increasing share of the public budget is spent on addressing climate impacts, further reducing public services. Without wider support to respond strategically, many businesses only focus on managing the day-to-day shocks. As shareholders and asset managers have realized the threat of climate change, many companies have left Glasgow City Region, attracted to places that were adapting for the longer term, causing rising unemployment. For those that call Glasgow City Region home, climate change is driving the wedge deeper into existing inequalities and further eroding our community's social contract. The generation growing up in the region find themselves caught in the middle of a perfect storm and struggle to feel much hope.

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Any errors that remain in this report are the responsibility of the lead author.

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Foreword: COVID-19, climate change and COP26 – leading a regional just, green recovery



The COVID-19 pandemic took hold halfway through the production of Climate Ready Clyde's Adaptation Strategy. Before that, Glasgow City Region was already under pressure, with a rising and moving population and increasing pressure on nature. We are expecting an additional 51,000 people to live here by 2043, whilst 49% fewer animal and plant species live here than in 1970. COVID-19 comes as a major health, social and economic shock on top of this. In Glasgow City Region, 217,000 staff were furloughed, with 38,000 additional people claiming some form of unemployment benefit.

But whilst the restrictions, lockdown and emergency response have been very difficult for everyone in Glasgow City Region and beyond, it also offered a glimpse of something else: the potential for a very different way of life. As society slowed down, nature returned, communities and businesses came together in pursuit of shared goals, and national and local governments made rapid shifts in the interest of health and well-being.

The pandemic may possibly be with us for years to come. And just like we were warned of the current health crisis, the risks from climate change have not gone away. They have the potential to be just as disruptive, if not more so. Calls for greater climate action have been replaced with louder ones for a green, just, economic recovery, which builds our resilience to a wider range of shocks and stresses. As the world works through the pandemic, and begins to recover and restart, we are at something of a unique moment. A moment with a window for significant change and an opportunity to listen to the views of scientists for our citizens and future generations.

Replicating global economic recovery approaches has not always worked well for Glasgow City Region, resulting in much longer recoveries than other cities around the UK. And our region's history of deindustrialization shows us only too well the results of catastrophic, unplanned (and ultimately unmanaged) economic change.

As Glasgow City Region prepares to host world leaders for the UN Climate Change Conference (COP26) in 2021, all eyes are on the steps we take next. UN Secretary General Antonio Guterres has said that the current crisis is an unprecedented wake-up call and that we need to turn the recovery into a real opportunity to do things right for the future. We wholeheartedly agree. With adaptation and resilience, finance and nature-based solutions all key themes of the conference, there is no better time to demonstrate their potential for transforming the world.

So, this Strategy offers a different approach – a path to a fairer future – one that improves the security for *all* in Glasgow City Region, as well as for wider Scotland, creating fairer, more inclusive places, resilient to climate impacts. It sets out 11 interventions, supported by our innovative Resilient Regions: Clyde Rebuilt project that will collectively deliver the social, cultural, economic, environmental and democratic renewal and change necessary to ensure everyone in Glasgow City Region can flourish in our future climate. It draws strength from our people, our communities and our businesses, and looks to harness our skills, innovation

and partnership to make our places more climate resilient in a just transition. And it draws on our history of transformation: from the 'dear green place' and the vision of New Lanark, to industrial powerhouse, from industrial decline to a European Capital of Culture, host of the Commonwealth Games and leading centre for wind energy and storage at Whitelee. As such, we believe it offers a compelling model for the regional transition that we and all other cities and regions around the world, must go through in the coming decade.

Ambitious action on mitigation started our next regional transition, so it's only right we honour the Paris Agreement by mirroring it with an equally ambitious approach to adaptation and resilience. As host city region for COP26, our citizens deserve nothing less. But such an approach will only succeed if we move together.

The world is watching – now it is time for every organization, community and business to deliver together.



James Curran
Chair, Climate Ready Clyde

PART 1

Introduction, background and context

1.1 Introduction, background and context

Welcome to Glasgow City Region's Climate Adaptation Strategy and Action Plan. This document is a significant output from Climate Ready Clyde, based on extensive engagement and evidence gathering to address the challenge of a changing climate for Glasgow City Region. Climate Ready Clyde has worked with a wide range of groups to develop a framework for adapting Glasgow City Region; a compelling vision of a Glasgow City Region that flourishes in a future climate and how Glasgow City Region can act to deliver it. Realizing its ambitions will only be possible by engaging and mobilizing a much larger cohort of public bodies, government, business and communities. Doing so will bring lasting benefits for all those who live, work in and visit the region, as well as for wider Scotland.

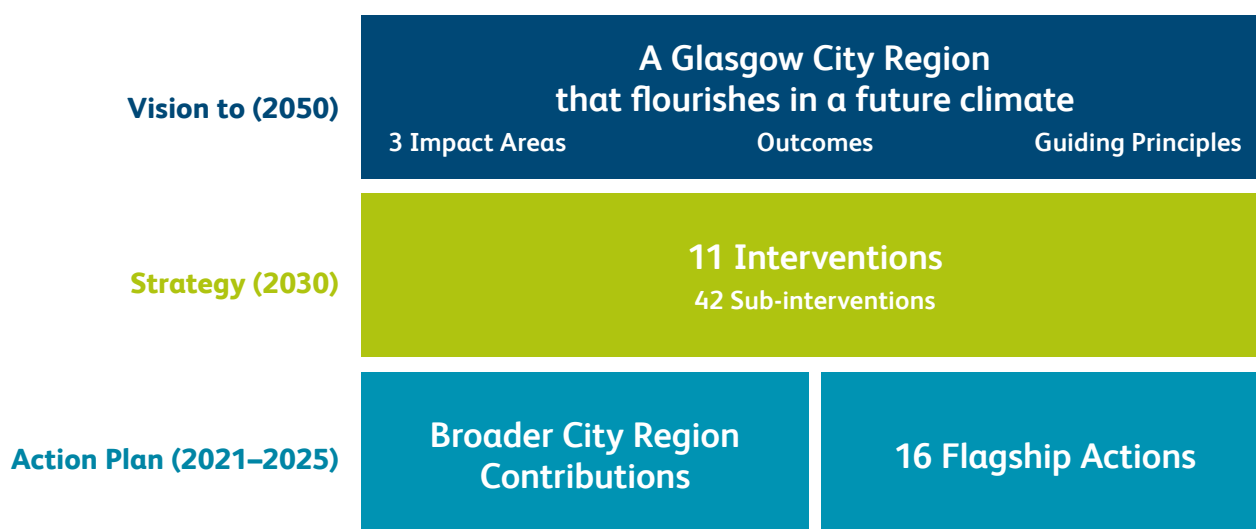


Fig. 1. Adaptation Framework for Glasgow City Region.

Given that climate change will affect each and every individual in the region, it is for **everyone**; every person, community group, business and organization with a stake. The document contains many messages and routes to express them, with the aim of ensuring as many people as possible do so, and act on them.

The overarching message is the intention **to transform the region to adapt to climate challenge and ensure everyone benefits from doing so**. Over the last four years, Climate Ready Clyde has laid the foundations for the transition. Now, the Strategy and Action Plan provides a comprehensive blueprint for how we will make it happen over the next decade. But it will only happen by mobilizing the collective capacity of all those with a stake in Glasgow City Region. In this regard, it is only the beginning of that journey, and the final pathway will change and develop as more people get involved and participate. The document is in three parts:

- **Part 1** sets out the background and context, our climate risks and opportunities, our vision, and the case for adaptation
- **Part 2** is the Adaptation Strategy, setting out the ambition, objectives and relevant policy, before setting out 11 strategic interventions needed by 2030 to take us towards meeting the vision
- **Part 3** is the Action Plan, setting out 16 Flagship Actions and wider contributions from across Glasgow City Region and beyond to deliver the Strategy in the next 5-year period. It also includes stretch targets, CRC's approach to enabling delivery, and the funding and financing approach.

1.2 About Glasgow City Region

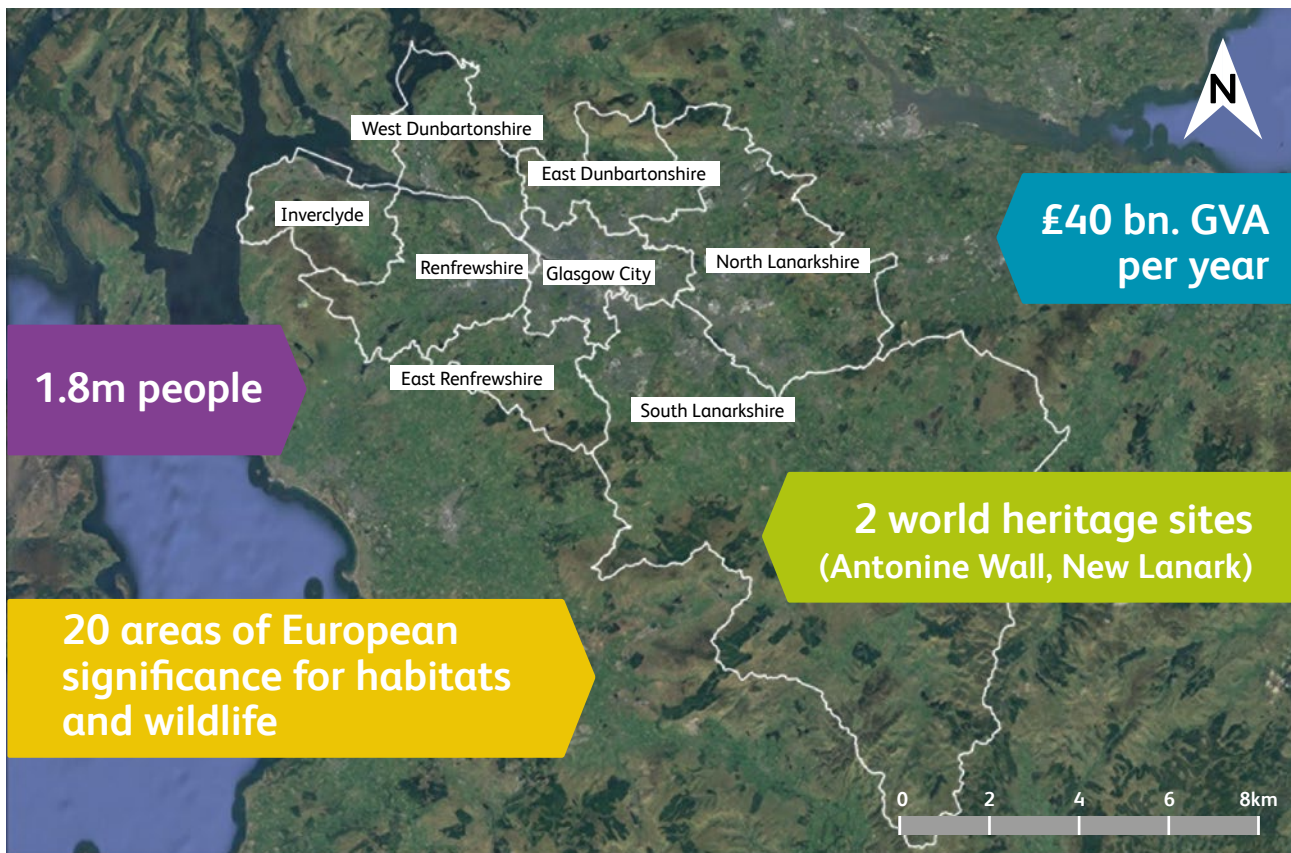
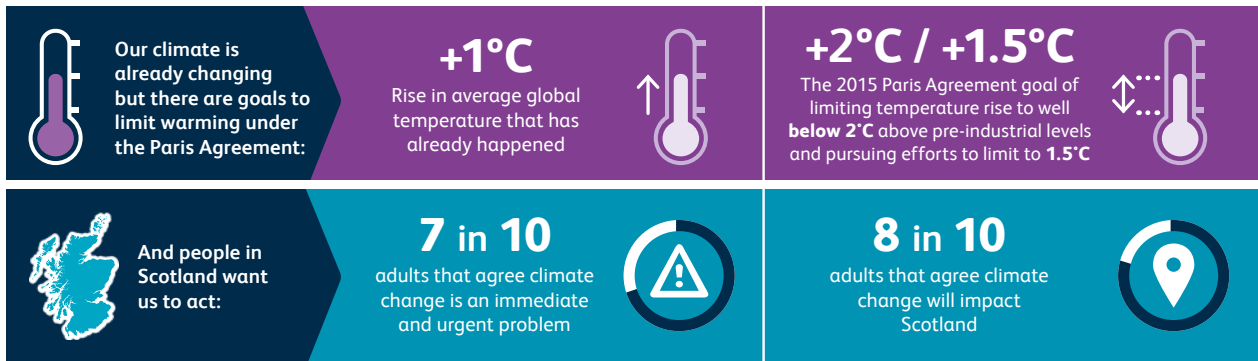


Fig. 2. Map of Glasgow City Region.

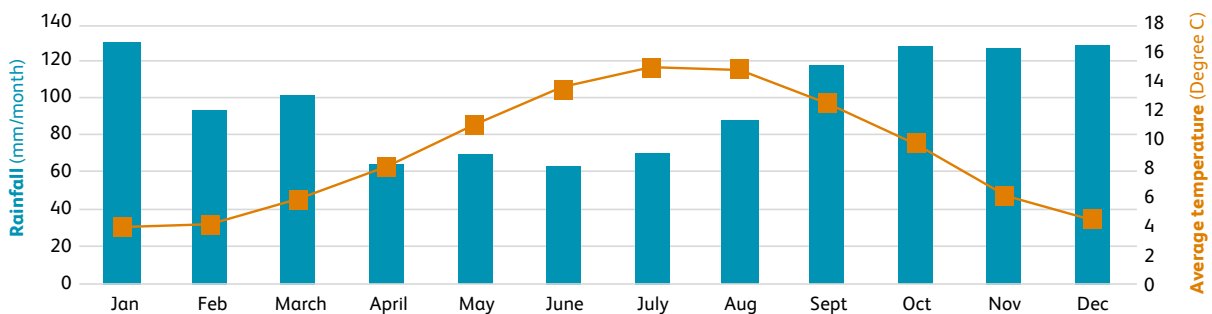
What is climate change adaptation?

Climate change adaptation comprises all the actions and solutions that a country, a region, a city, or a community can develop and implement to build more resilient societies and economies, to respond to the impacts of climate change that are already happening or are expected. It is a series of changes in processes, practices and structures that aim to moderate the potential damages brought by climate change. The solutions for climate adaptation vary from one context to another. They can range from building flood defences or setting up early warning systems for cyclones to redesigning communication systems, business operations and government policies.

Key climate facts

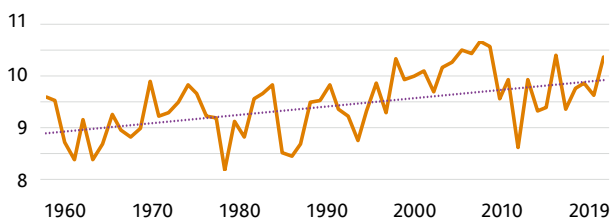


We're generally a cold and wet region:

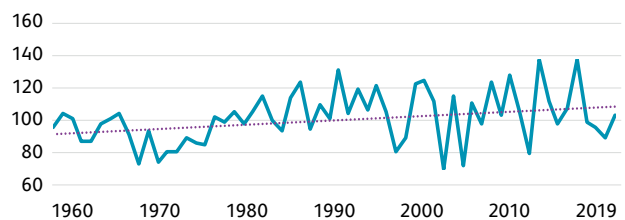


But observations show Glasgow City Region's temperatures and rainfall are increasing:

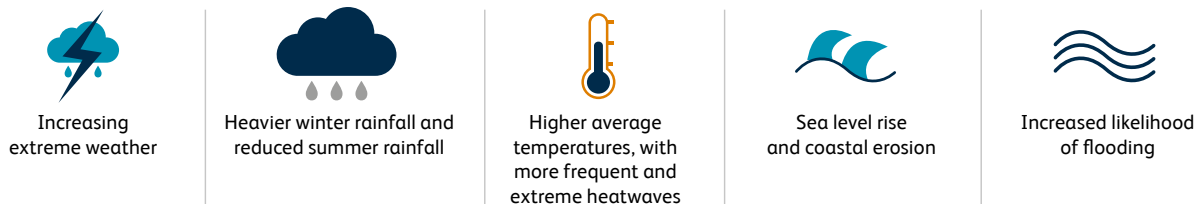
Average temperature in Glasgow City Region (Paisley), 1960–2019



Average annual rainfall in Glasgow City Region (Paisley), 1960–2019



In all scenarios, climate change means Glasgow City Region will experience:



All of these will lead to significant impact in our City Region.
At present we have identified:



Sources: UKCP18 Probabilistic Projections, Met Office Hadley Centre, UK State of the Climate 2019, Met Office Historical Data, Climate Action Tracker, MSCI, and Scottish Household survey data explorer.

Fig. 3. Key climate facts.

However, future global emissions pathways will influence how big these changes will be i.e. depending on whether the world is broadly on a +2°C pathway or a +4°C pathway (relative to pre-industrial temperatures). The projected change is shown below for two pathways (RCP2.6 and RCP6.0) which are broadly equivalent to a +2°C pathway (RCP2.6) and a +4°C pathway (RCP6.0).

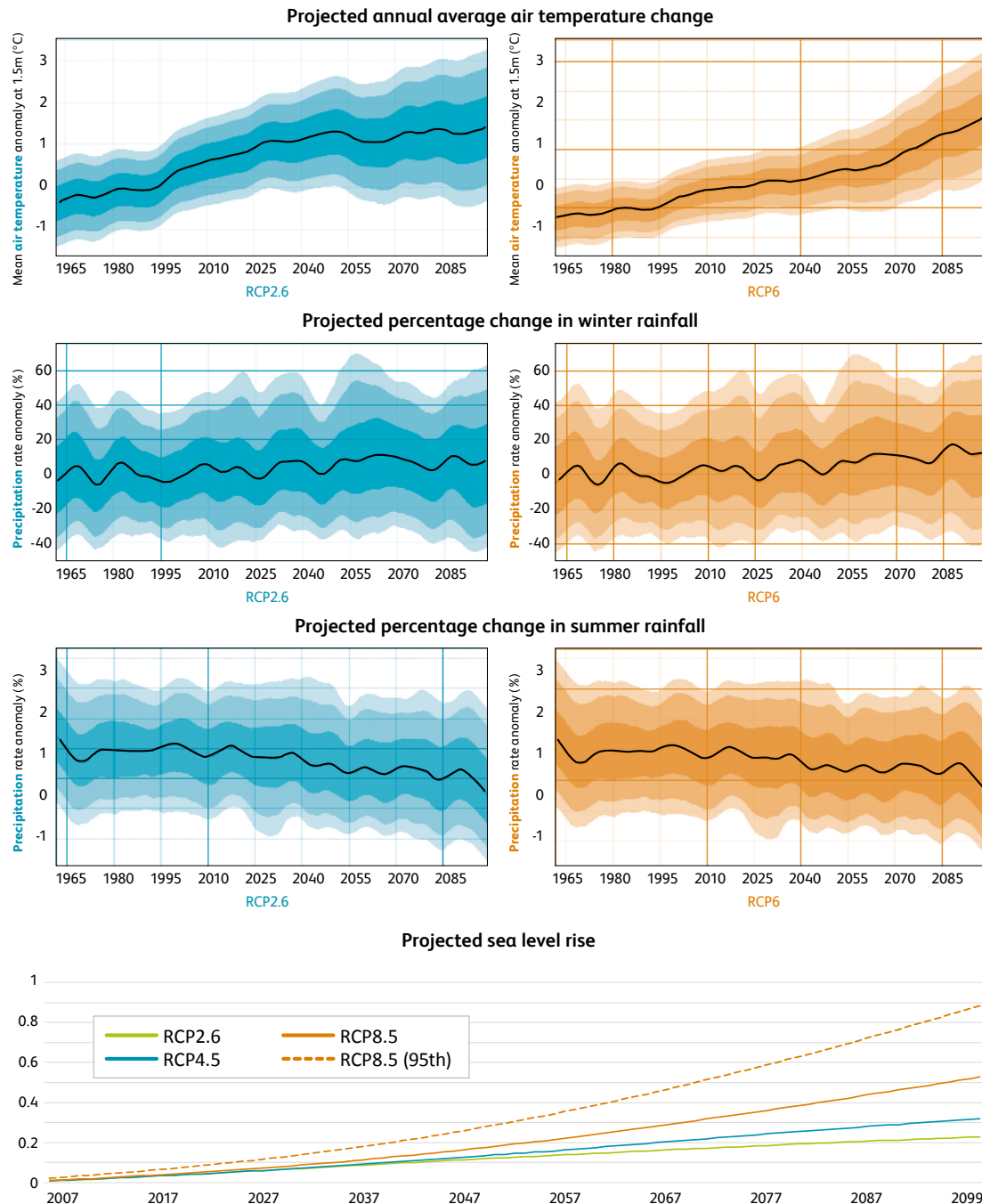


Fig. 4. Projected climate change for Glasgow City Region.

The figures show key projected changes (the anomaly) in temperature and rainfall for a number of Representative Concentration Pathways (the RCPs). The bold line shows the central project of the 50th percentile – i.e. as likely as not in the current scenario. The shaded areas show the other relative percentiles of probability – from 5th, 10th, 25th, 75th, 90th and 95th. RCP2.6 is a deep mitigation scenario and is representative of pathways that lead to very low greenhouse gas concentration levels. This scenario has a good chance of achieving the 2°C goal. RCP6.0 is a medium emission scenario (with low mitigation) which is closer to current emission pledges. Note no marine projections for the RCP6.0 projections were produced for UKCP18, so they have not been included here.¹

1.3 The climate crossroads

Glasgow City Region stands at a climate crossroads. People in the region are already beginning to experience the impacts of climate change, but how that looks and feels in the future depends on global action to reduce greenhouse gas emissions. At present, the world is not on track to achieve the goals set by the Paris Agreement² in 2015. The Scottish Government's national net-zero target for greenhouse gas emissions (by 2045) means that the region is delivering its own contribution towards mitigation, with Glasgow City setting its own more ambitious target for carbon neutrality by 2030. But even if the Paris Agreement is achieved globally, this will mean Glasgow City Region faces a very different climate over coming decades.

What is mitigation?

Mitigation strategies regroup all the efforts to reduce or prevent the emission of greenhouse gases (which leads to more climate change). Some of the ways to limit future emissions are the use of new technologies and renewable energies (including wind and solar power), to make older equipment more energy efficient and to change management practices or consumer behaviour.

The UK Climate Projections (UKCP18) show that the climate will change in Glasgow City Region will over the next decade or so, but these changes are projected to be broadly similar regardless of emissions. After 2030, this future becomes much more uncertain and depends on the success of global emissions reductions. By 2030, we will know if the world is on track to limit temperature rises to below 2°C, in line with the Paris Agreement, and what success there has been in limiting rises towards 1.5°C (relative to pre-industrial). If this has not been successful, we may face much higher temperature increases in the period that follows.

In 2019 Climate Ready Clyde completed a detailed Climate Risk and Opportunity Assessment³ to understand what this could mean for Glasgow City Region's economy, society and environment in the short- and long-term. These were used to inform the development of the Adaptation Strategy and Action Plan. The assessment identified 67 risks and opportunities. Within this set, there were 10 particular risks or opportunities where further action is needed over the next five years:

IN3: Risks to infrastructure services from coastal flooding and erosion	IN7: Risks to energy, transport and ICT infrastructure from storms and high waves	IN8: Risks to energy, transport and ICT infrastructure from extreme heat	SH5: Risks to NHS estates due to flooding and overheating
NE1: Risks to soil stock from changes in temperature and water regime	NE5: Risks to crops and livestock from extremes in temperature and water regime	NE17: Risks to freshwater biodiversity from pests, invasive species and disease	BI1: Risks to new and existing business sites from river, surface water and coastal flooding
	BI4: Risks to business from disruption to supply chains and distribution networks	BI5: Opportunities for products and services to support adaptation	

Fig.5. Glasgow City Region's risks and opportunities where more action is needed in the next five years.

The Assessment also found climate risks are unevenly distributed across Glasgow City Region. They will disproportionately affect those of us who are less well off, as such people tend to live in riskier places, be more vulnerable in general terms and have more limited means to respond. In addressing these risks there are potentially important opportunities (or benefits) from climate change, but these will not be fully realized, nor shared equally, without a planned and coordinated approach.

Therefore, we need to implement climate change adaptation solutions now and plan an approach over the next decade which ensures the region is climate ready for a range of possible changes and impacts. This means building our collective and individual capacity to adjust in the face of different climate futures (which have both general and extreme changes) and ensuring a focus on the most vulnerable to the impacts.

Doing so will help us reduce potential damages, cope with the consequences and ensure we take advantage of the few opportunities a changing climate offers the region. By planning and implementing adaptation alongside mitigation (net-zero) we can maximize the benefits of both strategies and minimize trade-offs.

1.4 Our vision, Theory of Change and principles

Climate Ready Clyde has worked with a wide range of groups to develop a compelling vision of a Glasgow City Region that flourishes in a future climate. The vision is underpinned by a Theory of Change,⁴ developed ahead of the Adaptation Strategy, that sets out conditions required for that change to occur. We have used the vision and principles to inform the development of both the Strategy and Action Plan.

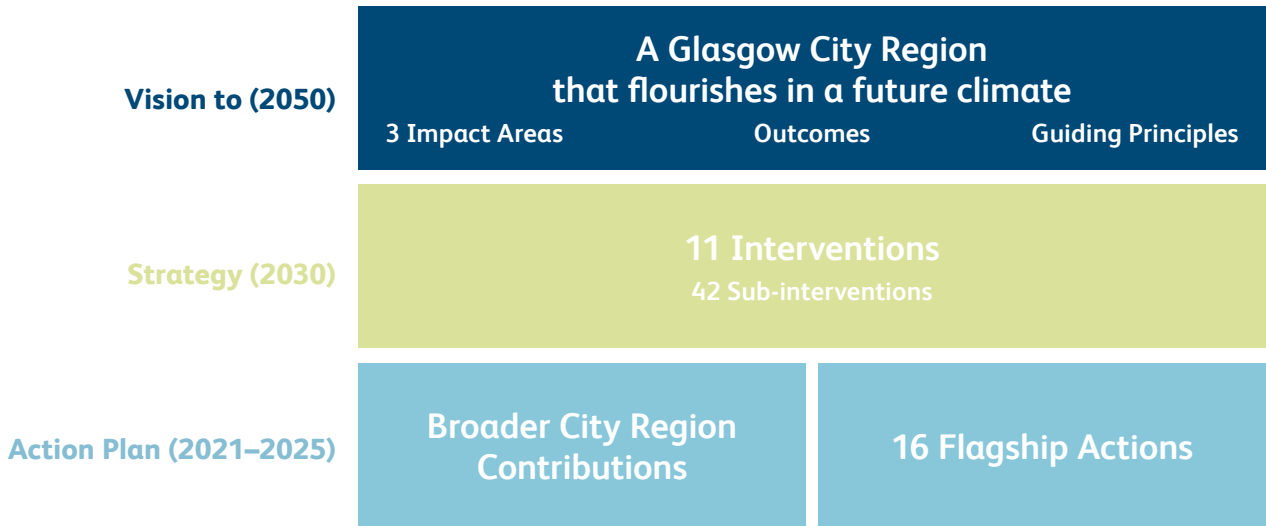


Fig.6. Vision and Theory of Change within Glasgow City Region's Adaptation Framework.



Fig.7. Theory of Change for a climate-ready Glasgow City Region.

The vision and Theory of Change are guided by the following principles:

- **More of the same will not do.** An effective response to climate change will require a revolutionary and systemic approach.
- **Climate and social justice.** People's lives can be made healthier and happier, and inequality and vulnerability lessened by efforts to build climate resilience.
- **Revolution in understanding.** There needs to be a 'revolution in understanding' the potential impacts of climate change and the adaptation options available to a much wider cohort of people and communities.
- **Revolution in planning.** There needs to be a 'revolution in planning'. We must rethink how we use land and space and where and what we build, with planners and developers empowered to prioritize climate resilience.
- **Revolution in finance.** There needs to be a 'revolution in finance' to ensure that the funds and resources necessary to build climate resilience are made available.
- **Recognizing uncertainty.** Our future is uncertain; we need to reduce global heating and plan for worst-case scenarios, recognizing that climate change is not a linear process.
- **Intrinsic value of nature.** Nature/biodiversity has tangible cultural and spiritual value and efforts to build climate resilience should do so in ecological, as well as human, communities.

1.5 The economics of climate change and adaptation

Climate Ready Clyde has assessed the potential economic costs of climate change in the region. The projected costs are shown below for three pathways (RCP2.6, RCP4.5 and RCP6.0), with the upper and lower of these being broadly equivalent to a +2°C pathway (RCP2.6) and a +4°C pathway (RCP6.0). This indicates economic costs of approximately 0.5% to 0.9% of regional GDP by 2045, for a low and high warming scenario respectively (RCP2.6 and RCP6). These impacts are dominated by flooding (from coastal, river and surface water flooding). The costs rise significantly in later years, especially for higher warming levels.

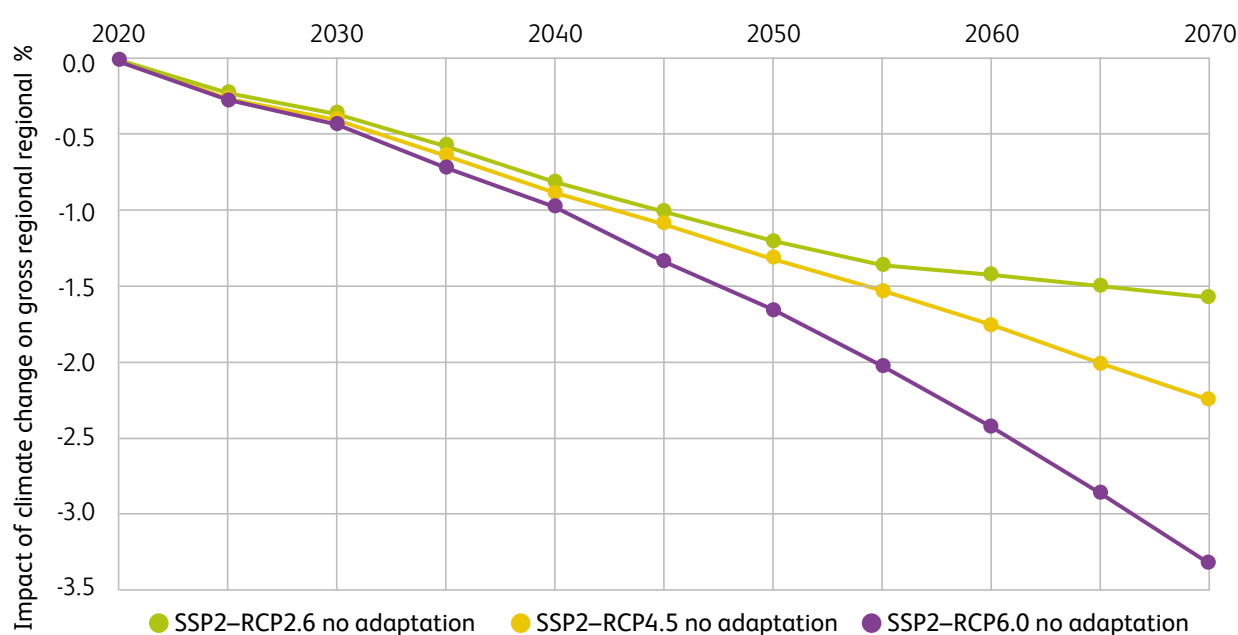


Fig.8. The potential economic costs of climate change in the region for multiple climate futures. Source: COACCH.⁵

Importantly, the figure shows that even if the world meets the Paris Agreement goal to limit warming, there will still be high economic costs from climate change for the region, i.e. which are already locked in. These impacts can only be reduced by adaptation. Recent studies identify that such adaptation makes sound economic sense, with the benefits of action far outweighing the costs of inaction, and further, adaptation has high benefit-to-cost ratios. Delaying action will make it much harder to tackle future climate risks and may make large future costs inevitable. A headline assessment of the benefits of adaptation to sea level rise and flooding for Glasgow City Region shows the potential to reduce the impact of climate change on GDP by up to 1% by 2065.

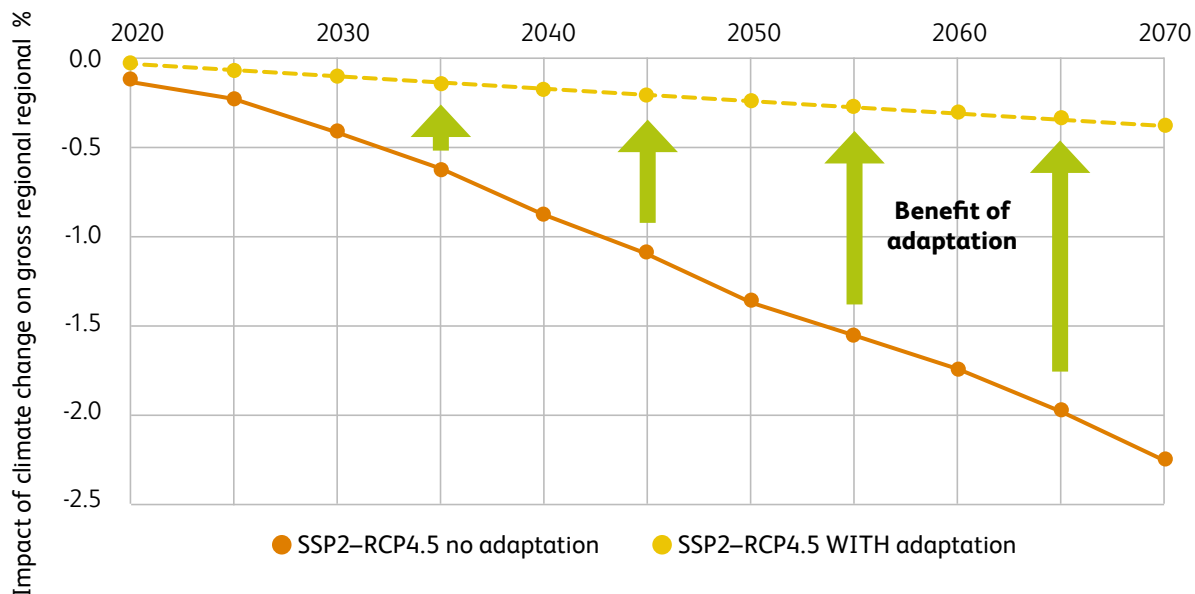


Fig.9. The benefits of adaptation for Glasgow City Region GDP, medium emission. Source: COACCH.

Glasgow City Region has started to manage climate risks and plan early responses, in line with the second Scottish Climate Change Adaptation Programme but much more is required to ensure we are climate ready by 2030 and on course to flourish in our future climate. The good news is that Climate Ready Clyde recognizes these challenges and is committed to addressing them with an inclusive and fair approach. We must act fast. It will require leadership, new governance mechanisms and funding regimes, and an explicit emphasis on addressing the current inequalities and inherent unfairness of climate change risks. The results will include benefits for our health and well-being, our economic prosperity and our way of life.

1.6 Delivering ‘Just Resilience’

Implicit throughout this Strategy and Action Plan is a focus on just resilience. Scotland is developing its approach to a ‘just transition’ – making sure the transition to environmentally and socially sustainable jobs, sectors and economies, is done in a way which makes all possible efforts to create decent, fair and high value work, and does not negatively affect the current workforce and overall economy. For adaptation, it is equally important to ensure just resilience; addressing the social and economic inequalities created by the exposure to climate risk and the ability to deal with them. Achieving just resilience will ensure the benefits of our region’s adaptation are widely and equitably shared.

Ensuring we include a balance of interventions for the region, that includes targeted action towards the most vulnerable, involves several considerations. It is important to recognize that wider social and economic factors, such as the gender, ethnicity, age, disabilities, other protected characteristics, housing tenure and income all affect how people are impacted by climate change. These wider social and economic determinants should be addressed as part of adaptation responses. A good example is how SEPA has assessed the factors of vulnerability to flooding to prioritize investment in flood risk management. It could also mean developing new heatwaves plans in a way which makes sure all groups affected, and particularly vulnerable groups, are not overlooked.

Increasingly, it will involve promoting long-term economic diversification to ensure that workers whose jobs are impacted by climate change are able to requalify and move towards green growth sectors. This will require improving our understanding of the effects of climate change on workers, working conditions, health and safety, assessing the related distributional effects.

Complementing just resilience by ensuring adaptation reduces, not increases vulnerability

A complementary piece to a just resilience approach is ensuring we also plan to ensure adaptation efforts avoid increasing vulnerability. Sometimes an adaptation intervention to address one issue or in one area can lead to detrimental effects for others for example, by redirecting water to other places and transferring risks or by accidentally raising property prices, reducing available incomes to adapt should a flood event occur. Some forms of adaptation may also give a false sense of security, reducing people's preparedness to future risks. Addressing these issues requires a greater focus on integrated and iterative adaptation.

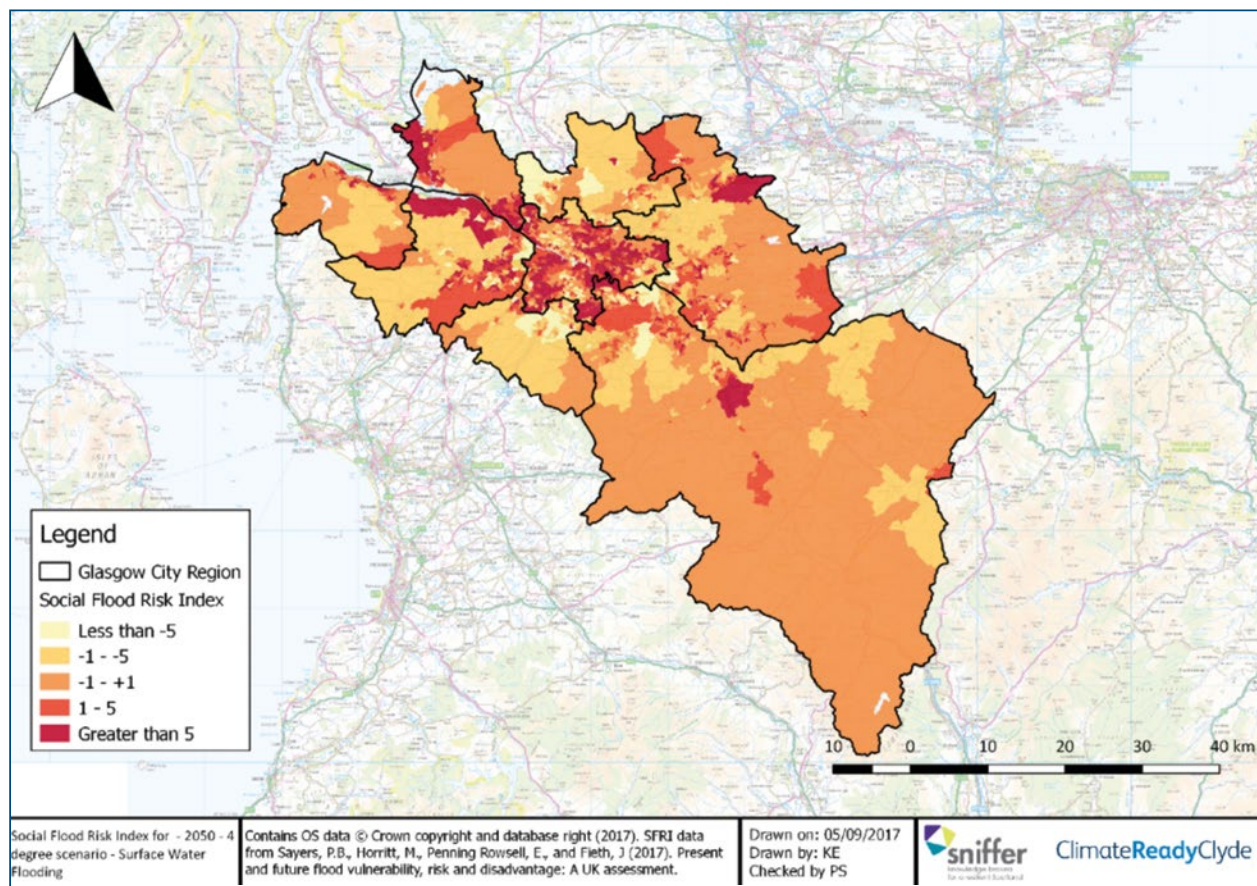


Fig.10. Intersection of future flood exposure and social vulnerability in 2050, 4°C scenario. Source: Sayers et al. (2017).⁶

1.7 Building ecological resilience

Addressing the climate risks to people involves recognising that we are inherently related to and reliant upon the natural environment. Therefore adaptation must also seek to build the resilience of nature and wider ecological systems.

The recent Dasgupta Review on the Economics of Biodiversity⁷ identified that our economy and society have collectively failed to engage with nature sustainably, to the extent that our demands far exceed its capacity to supply us with the goods and services we all rely on. This has neatly been acknowledged in the concept of 'Doughnut' economics – which explicitly recognises the environmental constraints, as well as the need to provide strong social foundations for all. As shown below, the world is operating far beyond the ecological ceiling in many areas, including climate change.

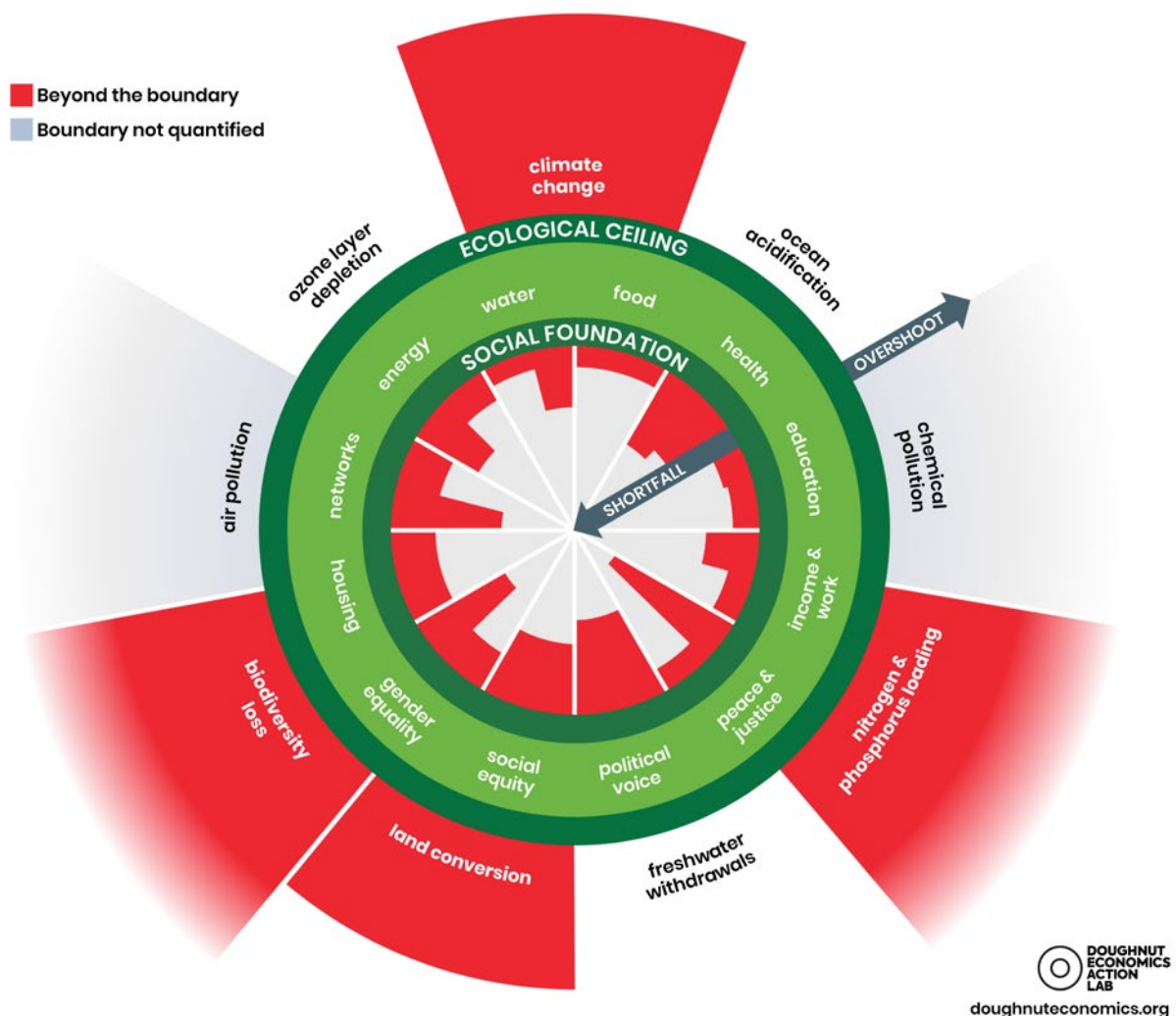


Fig 11: The Doughnut of social and planetary boundaries for the global population, with overshoot of planetary boundaries and shortfall on basic needs both shown in red. Source: Doughnut Economics Action Lab.

This global overshoot is mirrored at the UK and EU levels. The actions we take to adapt and build our own resilience to climate change (e.g. through nature-based solutions) also offer the potential to enhance the natural environment, protecting and building the resilience of vital habitats and ecosystems and our own in a virtuous cycle. This will help ecological systems adjust to the historic consequences of carbon emissions, as we restructure our economy and society to work within them.

Note: dark green circles show the ecological ceiling and social foundation. Blue wedges show social performance relative to a threshold associated with meeting basic needs. Green wedges show resource use relative to a biophysical boundary associated with sustainability. Red wedges show shortfalls below the social threshold or overshoot beyond the biophysical boundary, while grey wedges show indicators with missing data. Wedges with a dashed edge extend beyond the chart area.



Fig 12: Comparison of UK and EU-28 performance against the global ecological ceiling and social foundations. Source: University of Leeds.

PART 2

A Strategy for a City Region that flourishes in its future climate

2.1 About the Strategy

The Adaptation Strategy provides the strategic direction for Glasgow City Region through to 2030 to realize our vision and Theory of Change. It sets out 11 interventions supported by 42 sub-interventions, designed to shape our near-term Action Plan, as well as wider action across Glasgow City Region. Its role in the Adaptation Framework for Glasgow City Region is shown below:

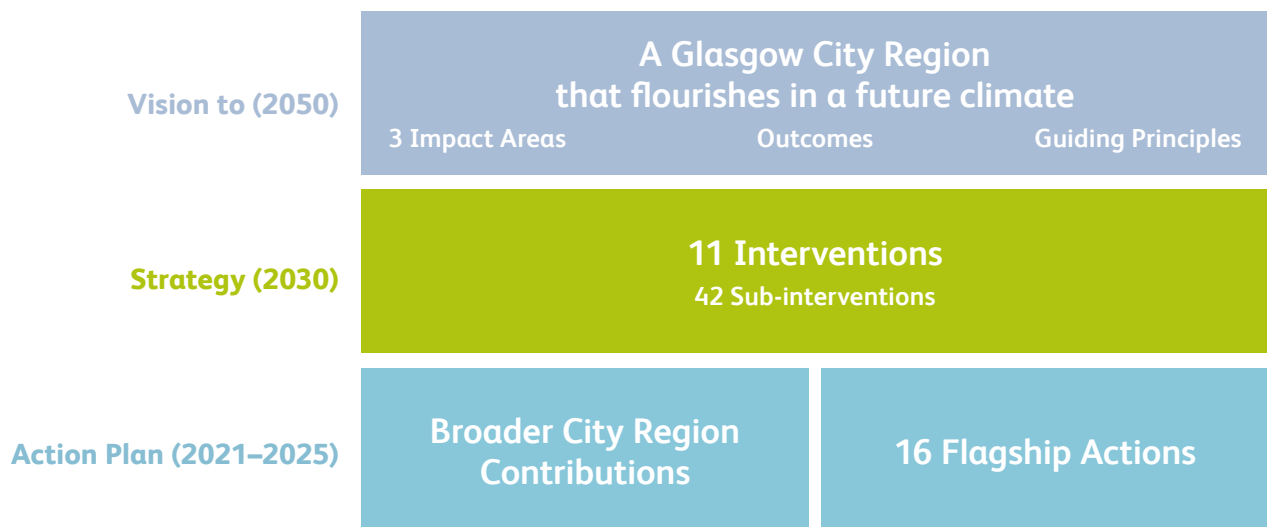


Fig.13. Adaptation Strategy within the Glasgow City Region Adaptation Framework.

2.2 Adaptation Strategy and Action Plan objectives

This Strategy and Action Plan:

- seeks to build the region's social, economic, and environmental resilience to climate change
- outlines the processes and early interventions needed to manage climate risks and realize opportunities in line with our Theory of Change
- provides a strategic framework for adaptation in and by Glasgow City Region that fits alongside and supports key plans, policies and activities to enable delivery
- sets out how we will deepen and expand collaboration and collective impact by working together and engaging, equipping and enabling citizens and organizations to play a role in realizing the vision
- sets out how progress in increasing climate resilience will be monitored, evaluated and learnt from to improve policies, strategies, programmes and projects.

Much of the ambition in this Strategy is aligned to existing or emerging Scottish policy, driven by the outcomes in the National Performance Framework. For example, Scotland's Place Principle is integral to our approach. Glasgow City Region is a place where people, location and resources combine to create a sense of identity and purpose. This is at the heart of addressing the needs and realizing the full potential of communities. This was also at the heart of National Planning Framework 4,⁸ which embodies many other ongoing aspirations such as:

- **creating 20-minute neighbourhoods**
- **prioritizing the redevelopment of brownfield sites and addressing issues of vacant and derelict land**
- **re-imagining town centres identified as a high source of heat generation**
- **embedding the requirement for low and zero carbon design and energy efficiency**
- **securing low carbon heating solutions**
- **woodland creation and expansion**
- **use of open spaces, green infrastructure and biodiversity to make places more resilient**
- **the protection of peatland and carbon rich soils.**

It has also been designed to directly support Glasgow City Region's Economic Recovery Plan,⁹ helping support efforts to stimulate our economy and create jobs as we emerge from the COVID-19 pandemic. Much other existing policy contains the levers needed to achieve our vision. These are included in the technical annexes. It is important that all the activities undertaken to deliver the Strategy should be undertaken as sustainably as possible, making use of tools and processes and concepts such as the circular economy, the waste hierarchy, biodiversity net-gain, CEEQUAL and BRREAM.

Net-zero – achieving synergies, avoiding trade-offs

Achieving net-zero is an important ambition for Scotland, and will require wide-reaching change to transport, land use, energy and planning systems of a similar type to those outlined here. When done in parallel, such changes have the potential to create synergies (for example, protecting and restoring peatlands to store carbon and reduce flood risk), as well as trade-offs (for example, denser towns and cities can reduce transport emissions, but increase risks by creating heat islands). A key principle throughout the Strategy has been to maximize the synergies and minimize trade-offs, and such synergies will also be required for individual projects.

2.3 Our ambition: transformational adaptation, accelerated by systems-level innovation

Achieving our vision of a City Region that flourishes in a future climate will require widespread and sustained change. Glasgow City Region is getting ready to deliver its net-zero ambition in line with Scottish Government's commitments and with Glasgow City aspiring to a more ambitious target to be carbon neutral by 2030. We want a similarly ambitious approach in Glasgow City Region for adaptation.

Delivering this will require new types of **response**. Some interventions in the Strategy take a proactive but **incremental** approach to adaptation. In such cases, the aim is to improve the climate resilience of existing systems and actions. This often involves mainstreaming climate change into policies, programmes and plans. In other areas however, this incremental approach will not be sufficient to address the scale of future risks. In such cases, a different form of adaptation is needed, involving more **transformational adaptation**.¹⁰

As actors in the region shift into more transformational responses, their **coverage** changes; there is more overlap with both the net-zero agenda and wider sustainable development in the region, and a 'whole-systems' approach is needed. This increases the potential for both synergies and trade-offs between adaptation wider socio-economic goals and requires engagement with and action by a more diverse set of actors. The interventions in the Adaptation Strategy (and set out in the next section) represent a suite of actions, that start with incremental adaptation but move to transformation, as well as shifting from climate risk alone to wider sustainable development. The diagram below sets out where the interventions of the Strategy sit in terms of this response and coverage.

To complement and accelerate the interventions in the Adaptation Strategy and increase the pace and scale of change for adaptation, we have employed systems thinking to develop larger-scale innovation. Our vehicle for this approach has been the Resilient Regions: Clyde Rebuilt project, working in partnership with EIT Climate-KIC.

What is transformational adaptation?

Transformational adaptation involves changing existing approaches, altering governance arrangements, and addressing underlying causes of climate risk or vulnerability. It may also involve re-thinking the future vision of the region, including the societal, cultural, institutional, ecological and physical changes needed, as well as the region's political economy. Transformational approaches call for systems thinking and socio-institutional analysis, and offer the potential to deliver a larger, more sustainable, permanent, long-term change (Source: Clyde Rebuilt, 2020).

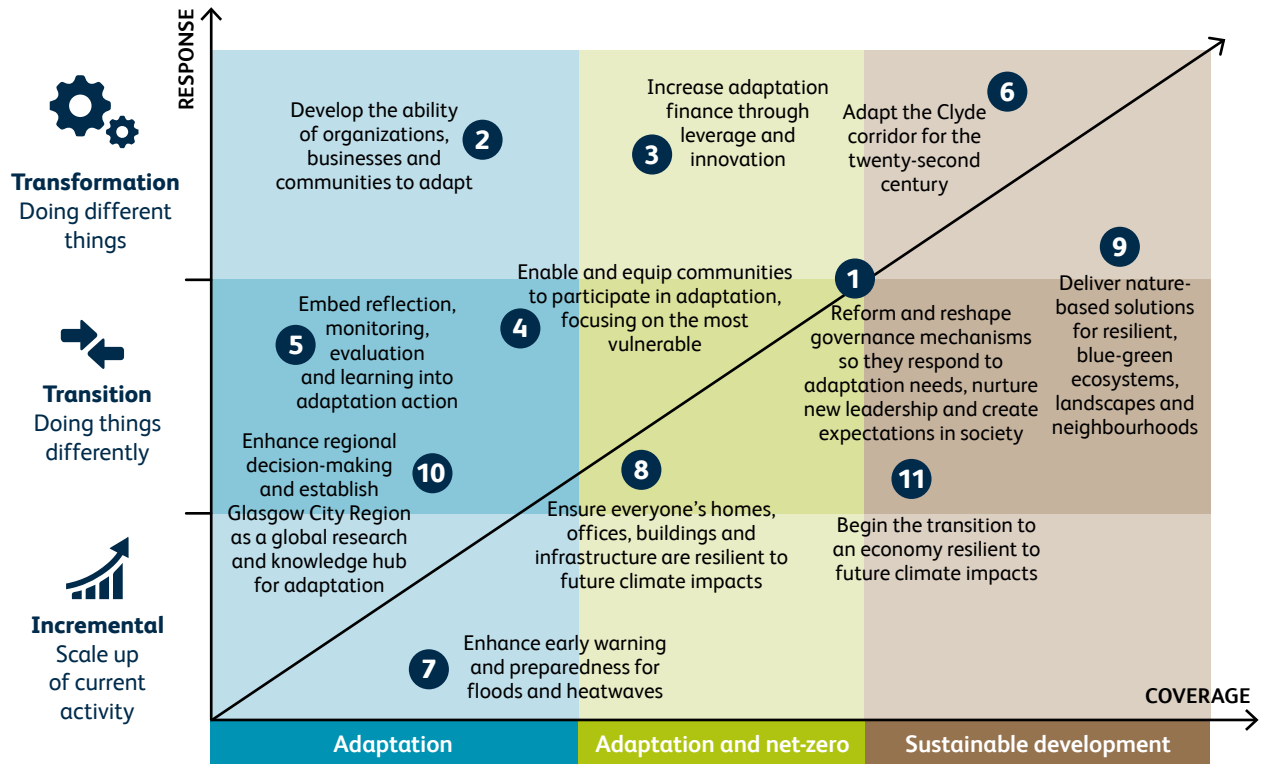


Fig.14. Regional Adaptation Strategy interventions by coverage and response.

2.4 How the Strategy was developed

To develop the Strategy, the Climate Ready Clyde Secretariat drew on two key inputs as the underpinning knowledge, evidence and insight:

- **A Climate Risk and Opportunity Assessment for Glasgow City Region** identifies the sectoral climate risks and opportunities, based on the approach to the UK's Climate Change Risk Assessment.
- **Vision and Theory of Change for a climate-ready Glasgow City Region** provides the positive vision, impacts and outcomes we can achieve from effective adaptation, and the conditions needed to achieve it.

The CRC Secretariat drew on them to develop the Strategy's 11 strategic interventions. In parallel, the Strategy was shaped during 2020 through the Resilient Regions: Clyde Rebuilt project – a joint effort with EIT Climate-KIC, the EU's climate innovation organization which is seeking to accelerate and transform cities and regions' responses to climate change over the next decade. Clyde Rebuilt resulted in two additional resources which provided further knowledge, evidence and insight:

- **Background literature reviews** on what transformational adaptation looks like and the potential to deliver a Green New Deal for Glasgow City Region in response to COVID-19.
- **Systems insights** to explore systems innovation that could rapidly accelerate progress in adaptation as well as how it might be financed. More detail on this process is set out in the box below.

The Clyde Rebuilt team also undertook an economic assessment and produced a Resource Mobilization Plan for the funding and financing of the Strategy. Throughout the process, the impacts of the Strategy on environment, habitats and people were assessed through a Strategic Environmental Assessment, Habitat Regulations Appraisal and Social Impact Assessment. These were undertaken to align with key stages of the Strategy development, including the publication of the draft and final version.

The Strategy and Action Plan was written and compiled by members of the Climate Ready Clyde Secretariat (Sniffer), in conjunction with staff from economics consultancy Paul Watkiss Associates and charity Creative Carbon Scotland, on behalf of the Climate Ready Clyde Board. The full development process, including the evidence used to inform it, and how its environmental and social impacts have been assessed are set out in Figure 14.

Glasgow City Region Climate Adaptation Strategy timeline

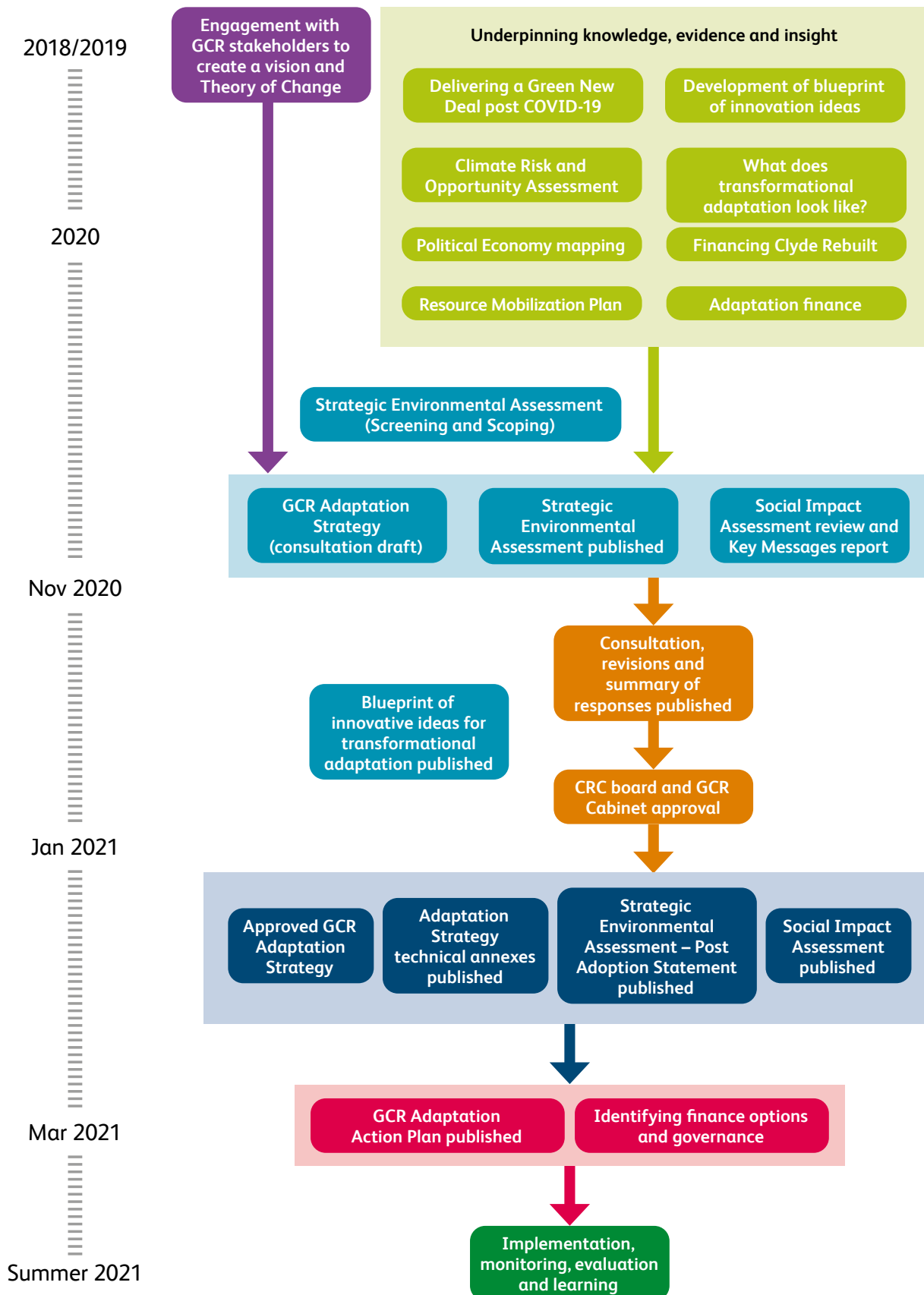


Fig.15. The development process.

Resilient Regions: Clyde Rebuilt – innovating to accelerate adaptation action

Glasgow City Region is taking a pioneering role to accelerate climate adaptation using innovation and is a front runner in a process which will be adopted and replicated by over 100 regions in Europe over the next decade. Through Clyde Rebuilt, Climate Ready Clyde worked in partnership with EIT Climate-KIC through its Deep Demonstration programme of Resilient Regions, which is championed by the European Commission's Adaptation Mission.¹¹ The Deep Demonstration approach focuses on a whole-system approach that looks at business, governance... and behaviour changes, in addition to technological, environmental and social innovations that will accelerate progress.

The process involves identifying new levers in Glasgow City Region's systems which have the potential to stimulate more transformational change, before piloting, evaluating, adjusting and scaling-up. These levers have then been used to identify large-scale innovation actions which will significantly accelerate adaptation progress across all areas of the Strategy's interventions.

During the Strategy development process, the Clyde Rebuilt project engaged with many new and different actors from within Glasgow City Region to map the systems relating to culture, governance and delivery of adaptation. Alongside this, it looked at new approaches for financing adaptation, including innovative instruments and with different actors. These have given us a 'blueprint' of 15 'positions' – areas where urgent, innovative solutions could help accelerate the region's climate-resilient transition. These are set out below. We have also reviewed emerging solutions in these spaces from other cities and regions, to see what progress is already being made and how it might apply locally. The focus has been on identifying systemic actions in relation to extreme heat, health and well-being, and transformative finance solutions.

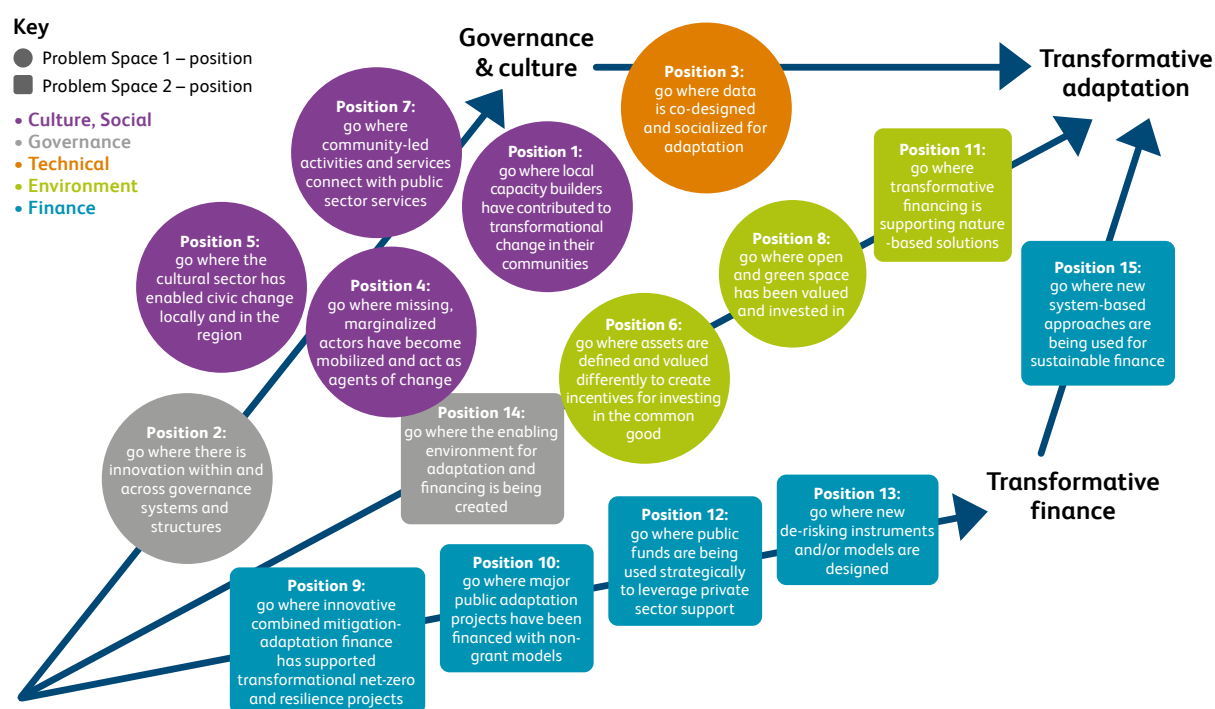


Fig.16. Systems innovation positions for Glasgow City Region's adaptation efforts.

2.5 Strategic interventions

For Glasgow City Region to flourish in our future climate, Glasgow City Region's businesses, communities and institutions must work to deliver a number of interventions. By an intervention we mean:

“A strategic package of activities designed to achieve intermediate outcomes and contribute to our long-term outcomes.”

The interventions have been written to both respond to near-term risks and to bring about the long-term outcomes in the Theory of Change. Rather than working in silos, each intervention delivers activities which contribute to achieving multiple outcomes simultaneously. The mapping of these is shown in detail in the technical annexes. In terms of managing climate risks, each intervention has been designed to address one or more of following priorities for early adaptation:

- to implement early, low and no-regret adaptation to address current risks and build early resilience
- to intervene early in decisions that have long lifetimes (notably land use and infrastructure) with climate smart development
- to start planning for the longer term using an adaptive management framework (i.e. using an iterative approach that recognizes uncertainty) that includes more transformational actions.¹²

The interventions also address the priorities identified in the Climate Risk and Opportunity Assessment – see Figure 17.

More action needed risks	1 Reform and reshape governance mechanisms so they respond to adaptation needs, nurture new leadership and create expectations in society	2 Develop the ability of organizations, businesses and communities to adapt	3 Increase adaptation finance through leverage and innovation	4 Enable and equip communities to participate in adaptation	5 Embed reflection, monitoring, evaluation and learning into adaptation action	6 Adapt the Clyde corridor for the twenty-second century	7 Enhance early warning and preparedness for floods and heatwaves	8 Ensure our homes, offices, buildings and infrastructure are resilient to future climate impacts	9 Deliver nature-based solutions for resilient, blue-green ecosystems, landscapes and neighbourhoods	10 Establish Glasgow City Region as a global research and knowledge hub for adaptation	11 Begin the transition to an economy resilient to climate impacts
IN3: Risk to infrastructure services from coastal flooding and erosion		✓			✓	✓		✓		✓	
IN7: Risks to energy, transport and ICT infrastructure from storms and high waves					✓	✓		✓		✓	
IN8: Risks to energy, transport and ICT infrastructure from extreme heat					✓			✓			
SH5: Risks to NHS estates due to flooding and overheating						✓	✓	✓			
NE1: Risks to soil stock from changes in temperature and water regime									✓		✓
NE5: Risk to crops and livestock from extremes in temperature and water regime									✓		✓
NE17: Risks to freshwater biodiversity from pests, invasive species and disease									✓		✓
BI1: Risk to new and existing business sites from river, surface water and coastal flooding.						✓			✓		✓
BI4: Risks to business from disruption to supply chains and distribution networks						✓					✓
BI5: Opportunities for products and services to support adaptation to climate change	✓										✓

Fig.17. Climate Risk and Opportunity Assessment mapped to Strategy interventions.

Together they provide a suite of actions for managing future risks and taking advantage of opportunities. The interventions are a statement of our ambition; of what we want to see happen over the next decade. The Climate Ready Clyde Board stand ready to help move to this new trajectory alongside a wide range of organizations, businesses and communities, who together are already progressing interventions in this strategy to varying degrees. How we move from this initial action to a full delivery will be set out in the subsequent Action Plan. The details of how this will be developed are outlined in Section 8. The full set of interventions and what needs to happen is as follows:

Interventions

1 Reform and reshape governance mechanisms so they respond to adaptation needs, nurture new leadership and create expectations in society

- 1.1 A detailed review of the new institutional landscape needed for adaptation
- 1.2 A broader coalition of actors Mobilized to deliver the Adaptation Strategy
- 1.3 Adaptation leadership at all levels that is nurtured and developed
- 1.4 News, arts, media and cultural organizations telling stories about the climate crisis and opportunities to adapt

2 Develop the ability of organizations, businesses and communities to adapt

- 2.1 An enhanced programme to increase awareness of the potential impacts of climate change on organizations and communities, and opportunities to adapt
- 2.2 Establishment of a City Region working group/forum and mentoring programme
- 2.3 Targeted community capacity building for adaptation

3 Increase adaptation finance through leverage and innovation

- 3.1 Strategic use of public sector funds to attract private sector investment
- 3.2 A Regional Adaptation Finance Strategy and Action Plan
- 3.3 Mapping and measurement of regional adaptation finance flows
- 3.4 Piloting of new approaches to transformative adaptation finance

4 Enable and equip individuals and communities to participate in adaptation, focusing on the most vulnerable

- 4.1 A shared understanding of how current community engagement is structured for adaptation
- 4.2 Increased community involvement in the region's adaptation governance, decision-making, planning and delivery
- 4.3 Resources, training and education for communities and young people to shape their places
- 4.4 Collaborations between organizations, communities, artists and cultural practitioners to stimulate creative and relevant adaptation responses

5 Embed reflection, monitoring, evaluation and learning into adaptation action

- 5.1 Learning by doing – building in active reflection and learning process
- 5.2 Encourage large organizations to sign up to relevant international reporting initiatives
- 5.3 Alignment of planning assumptions between domestic adaptation planning and the emerging TCFD/investor regimes
- 5.4 Learning and knowledge exchange with other cities and regions

6 Adapt the Clyde corridor for the twenty-second century

- 6.1 Work through Clyde Mission to govern climate risks for the entire river corridor
- 6.2 An iterative adaptation pathway for the Clyde developed
- 6.3 The climate resilience of the river corridor reflected as a national priority

Interventions

7 Enhance early warning and preparedness for floods and heatwaves

- 7.1 Extension of the flood warning scheme in Glasgow City Region
- 7.2 Implementation of an integrated climate alert warning system for Glasgow City Region
- 7.3 Continued delivery of strategic Flood Risk Management activities
- 7.4 A regional property flood resilience and resistance installation programme
- 7.5 Exploration of new insurance models

8 Ensure everyone's homes, offices, buildings and infrastructure are resilient to future climate impacts

- 8.1 Adaptation embedded in Glasgow City Region's net-zero transition
- 8.2 Creation of an adaptation forum for Glasgow City Region infrastructure
- 8.3 Adaptation of existing infrastructure, with policies and regulation to require all new investment to be climate resilient
- 8.4 Strengthening of adaptation requirements in the planning system
- 8.5 Creation of a regional retrofit framework for climate resilience
- 8.6 Creation of a framework for adapting cultural heritage assets
- 8.7 Lobby UK and Scottish Governments to reform infrastructure investment frameworks
- 8.8 Evaluation of future adaptation infrastructure needs

9 Deliver nature-based solutions for resilient, blue-green ecosystems, landscapes and neighbourhoods

- 9.1 Identify regional priorities for nature-based solutions
- 9.2 Delivery of the regional Strategic Green Network
- 9.3 Creation of the Clyde Climate Forest
- 9.4 Increase investment in targeted habitat restoration
- 9.5 Roll out of large-scale blue and green infrastructure projects to demonstrate benefits to communities – either through new green infrastructure or removal of hard landscaping or public realm
- 9.6 Support for new local infill or expansion of existing nature-based solutions to strengthen the regional network
- 9.7 Develop and accelerate blue and green infrastructure financing

10 Enhance regional decision-making and establish Glasgow City Region as a global research and knowledge hub for adaptation

- 10.1 Enhanced adaptation research through open invitation to collaborate on publicly available research priorities
- 10.2 Glasgow City Region established as a living lab for climate adaptation
- 10.3 Convene an Expert Advisory Committee on Adaptation

11 Begin the transition to an economy resilient to future climate impacts

- 11.1 Adopt a climate smart regional economic development approach
- 11.2 Delivery of a just, climate resilient transition which nurtures adaptation skills
- 11.3 Climate-resilient supply chains as part of a net-zero, circular economy
- 11.4 An SME (Small and Medium Enterprise) support plan

Intervention 1

Reform, reshape and expand governance mechanisms to respond to adaptation needs, nurture new leadership and create expectations in society

Aim: To create societal expectations for transformative adaptation and ensure governance mechanisms, institutional structures and leadership involves new actors. Such approaches will create the space to explore and reconcile differences of opinion on the way forward, and will explicitly consider differing cultural identities, power structures and decision-making processes of institutions, groups and individuals across the region.

Background: Glasgow City Region has a deep-rooted history of fostering innovative, collaborative approaches to regional challenges, most recently evidenced in collaborative initiatives such as Clydeplan, the Metropolitan Glasgow Strategic Drainage Partnership and the Glasgow and Clyde Valley Green Network Partnership. Delivering the regional Adaptation Strategy needs widespread action by citizens, communities and businesses, and governance which enables this. Governance can take many forms, including cultural. Culture has proven a powerful mechanism for driving regional change, as happened with Glasgow's award as City of Culture in 1990, and the transformation it brought in the region's prospects and its citizens' outlook. There is an opportunity to deliver a similar shift in the climate domain.

The challenge: We need all citizens to play their part in this journey and to create societal expectations that political leaders and businesses will scale up activities to build resilience to climate change. News, media, art, music and theatre can all act as strong levers to engage wider audiences and shift collective behaviours. But the power and dynamics of the civic space are shifting. The large concentration of wealth in smaller numbers of individuals and companies, as well as new types of social and political actors require non-traditional mechanisms for collaboration. Private companies and individuals increasingly influence and reshape the policy landscape, whilst communities of both identity and geography can exercise their voices, facilitated by digital platforms such as Twitter are emerging. Both types of actor are working at a coherence, speed and efficiency beyond traditional public sector mechanisms for collaboration. Addressing this is a collective challenge and will require institutions to rebuild trust and put in place the necessary infrastructure for massive collaboration, allowing meaningful and genuine engagement.

Where are we now? Glasgow City Region has already begun developing new structures to deal with long-term challenges, such as Glasgow City Region City Deal and Clyde Mission, and has begun using new forms of technology and consultation approaches to better involve and engage citizens, along with holding regular dialogue with private sector actors. In addition, Climate Ready Clyde gives a clear focal point to allow the coordination of climate risk and adaptation in Glasgow City Region, but more could be done to make it more inclusive and to facilitate delivery.

What needs to happen:

1.1 A detailed review of the institutional landscape needed for adaptation which identifies ways of enhancing governance for adaptation, including within and between existing institutions, as well as whether new ones are needed. Such a review also needs to consider wider trends shaping governance, how to improve leadership opportunities and representation for communities and minorities, and how to meaningfully engage them in the process to enhance coordination and delivery of adaptation. It needs to account for the changing civic space and the shifting role of the region, private sector and technological advances.

1.2 A broader coalition of actors mobilized to deliver the Strategy with new public, private and third sector actors and communities engaged in discussing how to increase our adaptation effectiveness. Such an approach should be guided by the use of ‘keystone’ actors – those who hold an importance that goes beyond their own organization and instead whose actions have the potential to create wider change across the region, or relevant systems.

1.3 Adaptation leadership at all levels that is nurtured and developed where all those involved (public sector, trade and professional networks, politicians and community leaders) better understand the specific challenges associated with adaptation activity, such as in relation to finance, solutions, evidence and social change. This could be through the development and rollout of a specific adaptation leaders programme.

1.4 News, arts, media and cultural organizations telling stories about the climate crisis and opportunities to adapt with the cultural sector and media institutions supported in raising public awareness of the risks of climate change in Glasgow City Region, playing a key role as hubs for community building and resilience, and celebrating adaptation successes of those taking action across the region. This should focus both on ensuring the mainstream media raise awareness, as well as on avenues for allowing people to tell their own stories of how climate risks are affecting them, and adaptation is improving their lives as a mechanism for empowerment.

Intervention 2

Develop the ability of organizations, businesses and communities to adapt

Aim: For businesses, organizations and communities to increasingly contribute to making adaptation happen. By considering and addressing climate risks in all strategies, plans, programmes, projects and operations, as well as capability building across public institutions, businesses and community groups to systematically consider the positive and negative implications of a changing climate on their operations.

Background: The strategic, large-scale interventions included in this Strategy will unlock opportunities and drive systems change. They will make it easier for society to adapt but cannot replace the need for collective action. It is essential that public, private and third sector organizations and whole communities actively engage with adaptation and develop their ability to act.

The challenge: Climate change has the potential to make it harder for all organizations and communities to reach their existing goals and to deliver their programmes, plans, investments and projects. But many organizations or communities currently neglect climate change risks and opportunities for adaptation, and where they do act, it is often from an individual, siloed perspective, rather than an integrated and more strategic approach. What's more, they generally do not consider the need to develop skills of individuals and teams to adapt well. In the years ahead we must develop and expand the ability of citizens, professionals and organizations to collaborate and implement adaptation actions across all scales. This will require intensive capacity building and creating opportunities for collaboration, training and learning, as well as a flexible definition of a 'community', realizing that it means different things in different contexts.

Where are we now? Through Climate Ready Clyde we have begun to develop a community of adaptation leaders who are influencing change across their organizations, sectors and spheres of influence. We have seen the benefits of collaboration, skills development and shared learning in accelerating adaptation across all scales: from embedding climate risk in decision-making processes through to factoring adaptation actions in to planning and investment decisions.

Many organizations and strategic partnerships have begun to factor climate change considerations into their plans and strategies, decision-making and skills and organizational development. The Regional Economic, Spatial and Transport strategies, as well as the Regional Marine Plan are including a strong focus on adapting to climate change. On decision-making, Glasgow City Council, University of Glasgow and South Lanarkshire Council are among the first major organizations in Glasgow City Region to factor climate change risks into their decision-making. On skills and organizational development, SEPA's new Flooding Services Strategy actively recognizes the need for new approaches and skills.¹³ More broadly, the Adaptation Scotland programme provides tools, resources and capacity building support to enable adaptation across all sectors, this includes an Adaptation Capability Framework which enables organizations to mature their approach to adaptation. In the private sector, the Task Force on Climate-Related Financial Disclosure (TFCD)¹⁴ sets out requirements for businesses to address the governance, management and understanding of climate risks, and provides support to implement it.

What needs to happen:

2.1 An enhanced programme to increase awareness of the potential impacts of climate change on organizations and communities, and opportunities to adapt.

This should involve targeted engagement with intermediary organizations such as trade bodies, as well as communities to raise awareness of climate impacts and risks to key sectors and systems in Glasgow City Region, enhancing the national work of Adaptation Scotland. This approach should use digital and physical methods and be underpinned by a robust evidence base on adapting to climate risk, providing information to support adaptation decisions and investments, and to ensure an integrated approach to adaptation is promoted across communities and organizations.

2.2 Establishment of a City Region working group/forum and mentoring programme.

Partnering public, private and third sector organizations together with those that broker knowledge (e.g. Adaptation Scotland programme, research providers) to support greater integration of climate change into their strategic decision-making, supported by tools and techniques to make it happen. A key focus should be on mainstreaming consideration of climate risks into policies, plans, strategies, programmes and projects, with a particular focus on those organizations which have a material impact on the direction of Glasgow City Region. Priority should be given to organizations or sectors at particular risk, or of strategic importance to Glasgow City Region (e.g. financial services), or with opportunities for co-benefits, such as air quality or tourism management. It should also consider how such activities interact with wider sustainability goals.

2.3 Targeted community capacity building for adaptation. In addition to capacity building of organizations and communities most exposed or vulnerable to impacts should be given opportunities to build their adaptive capacity and resilience. Such opportunities should cover both practical resilience and adaptation measures, as well as mental welfare and resilience, and be delivered in partnership with the existing actors and networks, such as the Community Planning Partnerships and the Scottish Flood Forum.

Intervention 3

Increase adaptation finance through leverage and innovation

Aim: To mobilize and scale the resources needed across Glasgow City Region to implement the interventions in this Strategy.

Background: To implement planned adaptation options for Glasgow City Region, urgent mobilization of additional finance is crucial. This will require a scale up of funds from the public sector, the leverage of existing public funds to crowd in private sector investments, and innovation in financing structures to deploy and raise further private sector finance.

The challenge: Financing adaptation requires Glasgow City Region to overcome several barriers. Many adaptation investments are in public goods that do not generate an income stream for investors. There is also a challenge to reconcile short-term investment in adaptation versus the long-term benefits it will deliver. To overcome these challenges to adaptation finance, it is essential to consider how to strategically use available public resources, as well as to design new financial models for adaptation that includes a wider set of partners. Doing so can attract private sector finance by leveraging public sector funds, through innovative financing structures and instruments. For example, there are opportunities to use public funds to de-risk private sector investments using insurance and guarantee products. Platforms to facilitate such innovation for transformative finance are lacking and need further development. Priority areas for investment include those areas which risk locking in climate risk for the long-term, such as in the infrastructure and built environment sectors, nature-based solutions (where there is the potential for multiple benefits), and other areas where adaptation can provide both private and public goods.

Where are we now? Much work is underway globally on green finance, including with Scottish Government, SEPA and NatureScot, but little has focused on adaptation. At present, most funding of adaptation in Glasgow City Region and Scotland is grant based, with limited funds flowing into adaptation outside of flood risk management. However, there are some initiatives looking to develop new financing instruments and structures that consider ways to attract private sector investments. As Scotland's largest region, as well as a hub for insurance services, Glasgow City Region is well placed to further expand these initiatives to explore the role of transformative finance for adaptation.

What needs to happen:

3.1 Strategic use of public sector funds to attract private sector investment with public institutions taking a more commercial approach to spending, to lever in private sector investment. Such approaches should seek co-benefits with other places/projects, designing co-mitigation and adaptation opportunities where feasible, creating innovative financing structures and new instruments to address private sector investment risks and focusing on increasing the scale and replicability of adaptation options.

3.2 A Regional Adaptation Finance Strategy and Action Plan that sets out how to mobilize the required finance to deliver this Strategy. This should examine how to increase the public sector's fiscal flexibility (e.g. through debt finance such as green or resilience bonds), crowd in private sector investment and the strategic role of wider government-led green finance initiatives, such as the Green Investment Portfolio and the Scottish National Investment Bank. It should map the possible actors involved in the climate finance landscape and potential financing approaches, including the applicability of new finance models and instruments. The plan should also consider how changes to charges or subsidy regimes could be used to mobilize and direct finance towards most vulnerable households. It should scope the most appropriate delivery mechanisms, drawing on examples from other places including Greater Manchester and London.

3.3 Mapping and measurement of regional adaptation finance flows to build understanding of the region's finance requirements for adaptation, by developing methods to measure the amount of funds spent on adaptation and the estimated adaptation needs at the regional level.

3.4 Piloting of new approaches to transformative adaptation finance with the establishment of an 'Adaptation Climate Finance Lab' to incubate and innovate ideas. This will help bring together various actors, including a marketplace to help match finance to adaptation interventions. It will support the architecture for new adaptation financing models, and pilot, test, learn and up-scale the elements above, i.e. around new instruments and innovative structuring. This iterative approach will help develop solutions and bankability for adaptation strategies, for both incremental and transformational adaptation.

Intervention 4

Enable and equip individuals and communities to participate in adaptation, focusing on the most vulnerable

Aim: Increased desire of individuals and communities to shape their places so they are climate ready and an increase in resources for equipping them to do so, effectively building cohesion and social capital between intersecting communities of interest and geography. This should increase the pace and scale of community and local level action on adaptation.

Background: Glasgow City Region's 1.8m people, and in particular young people, have a long-term stake in their local places and a vested interest in making them climate ready. There are opportunities for a wide range of differing communities and groups to play a larger and more direct role in helping shape places to meet the challenge, but these vary depending on local diversity, geography and wider social and economic issues. Past transformations in the region have not always been for the better of all, creating inequalities.

The challenge: Adapting Glasgow City Region is a transformational challenge for all of society, which cannot be solved by a single 'top down' approach. Our approach must learn from past failures where transformation widened inequalities. Instead, it requires a plurality of views and new forms of decision-making, with communities directly involved in shaping the future of their local places. Doing this requires a range of engagement interventions which effectively support communities to understand issues and get involved.

Individuals and communities also need support to develop resiliency skills and knowledge, so that in time they are delivering adaptation responses themselves and can influence adaptation-related decisions that are being made within the region. At the same time, institutions must reshape to better respond to community needs, allowing ongoing dialogue and engagement with people to help adapt local places – especially in areas facing more challenging issues such as sea level rise. This is particularly important for those most likely to be affected by the impacts of climate change, who often lack the voice to make their views heard and ensure they are the focus. Where communities have no, or little, control over their immediate environment, there is evidence this correlates with chronic stress and resulting ill health and shortened life expectancy.¹⁵

In both cases, we will need a range of tools and trusted organizations at our disposal to effectively engage, educate and develop opportunities to work collaboratively with those living and working in Glasgow City Region. This will require working with different types of communities, including those that are difficult to reach and bringing them into a space of working towards shared and agreed outcomes – something that is extremely challenging, given the skills gap around effective community involvement and requires appropriate, time, resources and mechanisms.

Where are we now? The Scottish Government is increasingly creating opportunities for communities to participate but more is possible. Adaptation Scotland's¹⁶ localities projects are building the capacity of communities who want to adapt and to have the skills to do so. Through Resilient Regions: Clyde Rebuilt and small projects such as Cultural Adaptations, cultural organizations have begun to be engaged on their roles in enhancing the region's resilience by working with communities on climate impact. More broadly, tools such as the Place Standard Tool are helping bring communities and residents into discussions about how their places develop.

What needs to happen:

4.1 A shared understanding of how current community engagement and empowerment activity is structured for adaptation and where it does/does not work. For example undertaking mapping via equality forums will help to design approaches to engage those who are not usually involved in shaping their places.

4.2 Increased community involvement in the region's adaptation governance, decision-making, planning and delivery with new decision-making processes that support implementation and delivery of adaptation that is more democratic and inclusive. This should focus on involving those most affected by climate impact (such as disadvantaged groups, women's groups and young people), by engaging those who can help overcome cultural and language barriers and stimulate effective community engagement. It should also seek to engage wider civil society, such as faith groups and schools.

4.3 Resources, training and education for communities and young people to shape their places with new/enhanced toolkits and resources to support communities to be able to engage with the potential impacts of climate change in their areas, with supporting information on local challenges and adaptation solutions. This will enable them to better articulate how they feel their local places should adapt. Mechanisms are needed to further educate, equip and mobilize the wider population through activities such as running local citizen's assemblies, bringing together residents and experts in climate risks to explore the most challenging issues in Glasgow City Region.

4.4 Collaborations between organizations, communities, artists and cultural practitioners to stimulate creative and relevant adaptation responses with new actors, communities, businesses and the public sector should be using creative and digital approaches and methods to inspire people and organizations to adapt their places. Such approaches should draw on the region's history of change and sense of place, to pilot new ways of addressing climate change through creative approaches, with a potential role for Creative Scotland and Creative Carbon Scotland to stimulate the growth of a market in this space.

The Strategy in action:

Partnership working across the cultural sector

Relevant interventions	<ol style="list-style-type: none"> 1 Reform and reshape governance mechanisms so they respond to adaptation needs, nurture new leadership and create expectations in society 2 Develop the ability of organizations, businesses and communities to adapt 4 Enable and equip communities to participate in adaptation 5 Embed reflection, monitoring, evaluation and learning into adaptation action
Partners	Creative Carbon Scotland (Glasgow City Region), Axis (Dublin), Greentrack (Ghent), TILLT (Gothenburg)
Funders	Cultural Adaptations was co-funded by the Creative Europe programme of the European Union and the Scottish Government
Further information	Adapting our culture toolkit, Embedded Artist Project Toolkit, https://www.culturaladaptations.com/

Cultural Adaptations worked with four cultural organizations across Europe to increase the overall resilience of cultural organizations in two ways: helping cultural organizations to develop a new service in contributing their creative skills and knowledge to societal climate change adaptation and helping them develop their own plans to adapt to the impacts of climate change.



Fig. 18. A workshop in Glasgow to discuss adaptation for culture. Credit: CCS/Cultural Adaptations.

Building an adaptation toolkit appropriate for cultural organizations

The project identified that standard adaptation-planning approaches could be improved to reflect the issues facing cultural organizations, which needed a more sector-specific toolkit. A workshop in Glasgow to discuss the creation of a dedicated climate adaptation toolkit was attended by 20 local cultural organizations. Insights from workshop attendees highlighted key areas to focus on that were particularly relevant in supporting adaptation of cultural organizations.

“Teamwork was key to the development of the toolkits. This activity further helped to create bonds between project participants as everyone inputted their ideas and took responsibility for contributing.”

Lesley Anne Rose, Producer and Writer

Collaboration of cultural and adaptation organizations through embedded artist projects

Each cultural organization formed a partnership with a local government organization working on climate change adaptation and together they engaged an artist to help provide novel, creative, transformational ways to make the transition to an adapted future successful. The Embedded Artists applied their skills, knowledge, experience and creativity within the adaptation projects, not to create a work of art but to achieve the aims of their ‘adaptation partner’.

Working with the Climate Ready Clyde Board to create personal connections

Artist Lesley Anne Rose—using her skills as a producer and writer—was embedded within the Climate Ready Clyde Board and Secretariat to encourage them to rethink their values and connect to the people living in Glasgow City Region. The Board recognized that achieving the vision would require doing something different. Lesley Anne challenged them to think about the story behind the vision for Glasgow City Region. How would this be communicated to people and who has authorship?

“Asking the Board to describe an object that represented GCR gave people space and time to voice what their personal values were and to start to see people around the Board room in a different light, the aim being to open up thinking and support strong teamwork.”

Lesley Anne Rose, Producer and Writer

Engaging communities in local adaptation projects

Over on the continent two projects invited embedded artists to engage local communities, giving them a voice in influencing adaptation projects local to them. In Gothenburg, artist Ulrika Janson worked with housing company Poseidon and a small community on a project to capture rain in the local area. Community members shared their stories, which fed into the design of a community-centred yard.

Artist Anyuta Wiazemsky Snauwaert was embedded in the local government in the City of Ghent to de-pave Paul De Smet De Naeyer Park (PDSDN). Anyuta worked with people to dig up pavements and plant gardens and created an artistic pathway through the park to increase rainwater absorption.

“Artists and creative practitioners can have a very direct relationship with communities, recognizing people as experts within their communities and ensuring their voices are heard and considered and inform the work they do.”

Lesley Anne Rose, Producer and Writer

Continuous reflection, monitoring and learning was a crucial element for the project

Cultural adaptations was an ‘action-research’ project, with learning, monitoring and continuous reflection a core element of the work.

“Attending four transnational meetings enabled me to learn from partners and share my experiences. I have seen how the learning has influenced the design of the toolkits. External evaluators from both the cultural and sustainability worlds provided continuous evaluation to shape the project as it progressed.”

Ben Twist, Director, Creative Carbon Scotland

“Artists informing projects at an early planning stage, if possible, opens up increased potential to achieve long-term benefits and the success of adaptation projects. Artistic and creative practitioners can help to create space to reflect in projects. Artists help to re-imagine value, examining projects from not just an economic value, but also social and environmental value and allowing space for failure to have value.”

Lesley Anne Rose, Producer and Writer

Resilient Regions: Clyde Rebuilt would not have been possible without the foundation set by Cultural Adaptations

The success of Cultural Adaptations paved the way for the Clyde Rebuilt project. A collaboration of actors—community groups, local councils, universities, businesses, government agencies—working together to catalyse a transformational approach to the way the region’s society, economy and environment operate to address climate change collectively.

Intervention 5

Embed reflection, monitoring, evaluation and learning into adaptation action

Aim: To foster a learning culture within Glasgow City Region that recognizes and uses various types of knowledge to increase the impact of our interventions and to enable citizens to hold organizations to account through a process of monitoring and evaluation. In addition, we want to build networks that further develop relationships with comparably vulnerable cities and regions around the world to exchange knowledge and learning, and to foster a learning culture within Glasgow City Region to accelerate the impact of the interventions we make.

Background: Becoming a climate-ready City Region will not be easy or straightforward to implement. It will be a complex and messy process, and it is likely that in some cases we will not get things right the first time. It will also involve drawing on the different types of knowledge: academic, cultural, experiential. Fostering a culture which recognizes the value of this knowledge, as well as evaluation and reflection, will enable us to iteratively improve implementation. Businesses, community groups and public bodies have much to learn from others in the region and beyond. In particular, the many regions and countries around the world that are more vulnerable to climate impacts and are many years ahead in their adaptation approaches.

The challenge: Leveraging different types of knowledge and learning and reflecting on our interventions will be crucial to ensure that we act, learn and improve our approaches. We also need to disclose and report our progress, so residents and communities can see progress and hold those responsible accountable. Disclosure will also provide confidence to businesses and investors that Glasgow City Region is continuing to implement leading climate action and will help us build partnerships with cities and regions around the world. As the host city region for COP26, we will take a leadership role in supporting international approaches to adaptation.

Where we are now: Glasgow City Region already has links to cities and regions globally such as New York, Copenhagen and the Nouvelle Aquitaine and Andalucía regions in France and Spain, and these will be further strengthened. The use of learning and knowledge exchange is increasingly emphasized at the national level through the Adaptation Scotland programme, which Climate Ready Clyde continue to engage with, contributing our learning and seeking to learn from good practice being implemented across Scotland and internationally. Climate Ready Clyde also supports major public sector organizations to report progress as required by the Public Bodies Climate Change Duties.

What needs to happen:

5.1 Learning by doing – building in active reflection and learning process with Climate Ready Clyde encouraging all those involved in delivery of the Strategy to draw on local and cultural knowledge (along with other more traditional technical and academic knowledge), adopt active reflection and learning, and document and share their experiences to support others facing similar challenges.

5.2 Encourage large organizations to sign up to relevant international reporting initiatives such as the International Sustainable Campus Network, Global Covenant of Mayors on Climate and Energy and not-for-profit disclosure organisation CDP, reporting our progress not just nationally, but under the major global reporting frameworks, to share learning and collaborate on effectiveness and increase the region's visibility of our work.

5.3 Alignment of planning assumptions between domestic adaptation planning and the emerging TCFD/investor regimes with mature relationships between public institutions with those working to support private sector reporting under TCFD. A key part of this is ensuring public planning assumptions, Glasgow City Region's risks and adaptation action are accurately reflected in risk models.

5.4 Learning and knowledge exchange with other cities and regions working through the international climate networks to develop new partnership and relationships to learn from progress and support further efforts in adaptation. The focus should be on delta cities and regions with comparable risks, with an emphasis on climate vulnerable countries, as well as continuing to exchange knowledge through the Adaptation Scotland programme.

Intervention 6

Adapt the Clyde corridor for the twenty-second century

Aim: To better match our investment planning with the changing climate risks, through use of a long-term, iterative strategic pathway which supports wider prosperity and regeneration. This will ensure decisions on new investment and development and infrastructure are placed within a longer term strategic adaptive management framework, helping maintain the success of riverside industries and improving the livelihoods of those who live within it as well as the wider success of the overall City Region from the source of the River Clyde in South Lanarkshire to its mouth in Inverclyde.

Background: The River Clyde and its corridor is Scotland's most important economic asset (Clydeplan, 2020), as well as being the backbone of the region's cultural heritage. It is also an internationally important area for biodiversity. 480,000 people live within a mile of the river, whilst half the region's jobs (430,000) are located there.

The challenge: The corridor is affected by coastal, river and surface flooding, and experiences periodic flood events today which affect large numbers of people and have high annual damage costs. In the absence of further action, future climate change poses major threats to the corridor,^{17, 18} which will lead to both direct and indirect risks. Glasgow City Region is home to 219 publicly listed companies that are at risk of climate change, with this number expected to grow over time.¹⁹ Managing the risks of flooding and other hazards along the corridor is important for long-term regional economic growth and investor confidence, as well as the long-term resilience of SMEs.

Where are we now? Clydeplan's Indicative Regional Spatial Strategy²⁰ identifies both the Clyde corridor and climate adaptation as key priorities. The forthcoming second cycle of Local Flood Risk Plans will continue to reduce flood risk, but they do not provide a long-term (100+ year) iterative framework, which considers the deep uncertainty of climate change effects on rainfall patterns, river flows, coastal erosion, and sea level rise, as well as the effect of future adaptation options and relevant thresholds or tipping points. Early work on an Adaptation Pathway for the Clyde²¹ has shown the potential to develop a flexible adaptation pathway for the river that would incorporate whole-system thinking and provide a long-term framework for action, using a mix of options with a preference towards nature-based solutions such as natural flood risk management and designated land for flooding.

What needs to happen:

6.1 Work through Clyde Mission to govern climate risks for the entire river corridor with SEPA, MGSDP, Clydeplan, Glasgow City Region, Scottish Government, Scottish Enterprise and Scottish Water, in addition to working with others to develop new governance arrangements to manage the entire of the Clyde corridor's changing climate risks over time.

6.2 An iterative adaptation pathway for the Clyde developed as a new, iterative, flexible approach to balancing development and climate risk in the river corridor over time in support of Clyde Mission. The focus should be on long-term management of coastal, river and surface water risks, but given the existing challenges of heat island effects, should seek to look for synergies for heat. The plan should be developed in conjunction with public bodies, communities and the private sector, and prioritize the use of natural solutions, such as blue and green infrastructure. It should evaluate the risks of multiple climate scenarios, identify a range of targets and thresholds that are acceptable to the public and sequence a set of options that can be implemented over time as information on climate change emerges. A key element would be to look at time-limited zoning of risky sites, as well as the role of vacant and derelict land in providing space for management of flooding.

6.3 The climate resilience of the river corridor reflected as a national priority with collaboration between Scottish Government, Clydeplan and Glasgow City Region to ensure the climate resilience of the river corridor is recognized as a national planning priority in frameworks such as the forthcoming Regional Spatial Strategy and National Planning Framework 4.

Intervention 7

Enhance early warning and preparedness for floods and heatwaves

Aim: To reduce the numbers of people impacted by flooding and overheating by investing in early warning and preparedness, and defences, with a focus on the most vulnerable to the impacts of climate change.

Background: Glasgow City Region is affected by periodic extremes of heavy rainfall and storms, creating coastal, river and surface floods. These are projected to increase in future, and additional risks are likely to emerge, such as increased heat extremes.

The challenge: Despite efforts to reduce flood risks, the number of homes and businesses at risk has continued to rise. The Second National Flood Risk Assessment²² shows we have 79,200 homes at 0.5% risk of flooding in any year and this could rise to 100,700 homes by the 2080s due to climate change. Similarly, 15,270 businesses face the same level of risk, and this could rise to 18,700 by the 2080s. In the absence of further measures, insurance will also become more costly and could lead to problems of affordability.

Flooding has a devastating impact on people's lives, physical and mental health, and livelihoods as well as the wider economy. Flood protection involves public good characteristics and there are good reasons for public investment. However, there is also a role for homeowners and businesses to protect themselves from flooding and build personal resilience to impacts. There are important linkages here to insurance, and the need to ensure the benefits it provides in a changing climate. These additional areas can help deliver a more economically efficient approach to reduce flood risks, with a combination of early warning, preparedness and increased resilience of households, communities and business, and continuation of insurance.

In the decades to come heatwaves are projected to emerge as a new risk for Glasgow City Region, especially in the large urban towns and city where there is a heat-island effect. This will have potentially major impacts on health, well-being and economic productivity. Whilst they need different responses, there is also a need to ensure infrastructure is built (or retrofitted) to be able to cope with future unprecedented higher temperatures.

Where we are now: Under the Clyde and Loch Lomond Flood Risk Management Strategy²³, the roll out of Local Flood Risk Management Plans, and Flood Protection Schemes and Works in Glasgow City Region has continued, but less work has been undertaken to address complementary risk reduction measures. Scottish Government's Living with Flooding: Action Plan²⁴ is setting out a range of actions to help promote property flood resilience, and whilst SEPA's Floodline system works to warn communities of flood risk, it does not currently cover surface water flooding. Over 27,000 properties are projected to benefit from installing resistance (preventing water entering a property) or resilience (reducing recovery time) measures.²⁵ Some local authorities, such as the Borders, and Dumfries and Galloway, have begun providing subsidized property level protection, but this is not a universal approach.

What needs to happen:

7.1 Extension of the flood warning scheme in Glasgow City Region through collaboration between SEPA, Scottish Government, Scottish Water and local authorities to enhance flood warning in the region. In particular, the focus should be on enhancing the accuracy and coverage of flood sources to cover surface water flooding. It should also explore the potential to develop forecast-based financing, shifting to paying homeowners and businesses that are likely to flood in extreme weather in advance, to provide them with capacity to better prepare, respond and recover, and therefore minimizing damage and disruption for those most vulnerable.

7.2 Implementation of an integrated climate alert warning system for Glasgow City Region, covering the full range of hazards, such as drought, heat, wildfires and landslips. This should provide infrastructure for alerts and focus on putting in place the processes needed for effective responses for those at risk. It should build on existing approaches such as SEPA's Flood Alert System, and Local and Regional Resilience Partnerships, but expanded to new partners such as health boards. It should explore the potential to pilot, with a view to scaling regionally and potentially nationally.

7.3 Continued delivery of strategic Flood Risk Management activities. SEPA, the regional local authorities and other key partners should continue to work together to complete the second cycle of Local Flood Risk Management Plans, and the subsequent investment in strategic flood risk management activities. The work should consider the fit with both the long-term adaptation pathway, and property level protection, as well as trialling new approaches to blended finance and private sector involvement.

7.4 A regional property flood resilience and resistance installation programme should subsidize the cost of installing property resilience and resistance measures, to accelerate roll out of property level protection across Glasgow City Region, with priority going to the most socially vulnerable. This should be carefully constructed to avoid compromising the viability of future flood protection schemes. The programme should cover all aspects of installation, from finance to maintenance, and quality assurance.

7.5 Exploration of new insurance models to cover potential risks to the existing insurance models and new insurance models or instruments to ensure a viable long-term market.

The Strategy in action: A smart canal supports communities

Relevant interventions	<ul style="list-style-type: none"> ③ Increase adaptation finance through leverage and innovation ⑥ Adapt the Clyde corridor for the twenty-second century ⑦ Enhance early warning and preparedness for floods and heatwaves ⑨ Deliver nature-based solutions for resilient, blue-green landscapes and neighbourhoods
Funders	Capital funding through Glasgow City Region City Deal, the European Regional Development Fund (ERDF), the Green Infrastructure Fund managed by Nature Scot and the 8th City – the Smart City.
Further information	https://www.glasgow.gov.uk/article/23393/Glasgows-Smart-Canal-is-a-first-for-Europe



Fig. 19. The Smart Canal, North Glasgow. Credit: SC/GCC.

Unlocking community regeneration

Development of a smart canal on the Forth & Clyde Canal unlocks five regeneration sites in North Glasgow. This area was previously at risk from flooding due to overflowing sewage systems and surface water runoff. The Smart Canal reduces flood risk by managing surface water. In doing so it is bringing forward development possibilities in five regeneration sites—which were previously vacant and derelict—into productive use such as housing, a school campus, retail and parks.

“The key benefit to communities is the regeneration of these areas, taking away the blight of vacant and derelict land. It also improves connectivity to the blue-green corridor along the canal for active travel and recreation. Investment into the canal gives it additional purpose, helping to safeguard the future, and maintain the corridor for these communities.”

David Hay, Group Manager – Engineering, Project Management & Design, Glasgow City Council

Commitment to a 60-year partnership between Scottish Canals, Scottish Water and Glasgow City Council has made this possible. An innovative funding package shares financial risks allowing for the development of the Smart Canal.

A smart system reduces flood risk

An early warning system is used to predict periods of heavy rainfall. A live weather forecast feeds into a hydraulic model which determines whether the water level of the canal should be lowered. When there is risk of flooding, canal water is moved through a system of sustainable urban drainage (SUDS) ponds, lowering the water level by 10cm. This creates space in the canal for rainwater runoff. Water quality is monitored at various points along the canal network.

“Communities will have an appreciation of water levels fluctuating with rainfall through the rise and fall of the water levels in the drainage systems in the park that form part of this dynamic water management system.”

David Hay, Group Manager – Engineering, Project Management & Design, Glasgow City Council

The value of surface water

Throughout the regeneration sites a network of SUDS are in place for the management of surface water. This replicates a natural river flood plain.

“Traditionally runoff water has been managed underground. The use of surface water ponds within the surrounding parks creates space for water and has benefits for the visual aspect of the landscape. Biodiversity benefits through creating new habitats and space for nature.”

David Hay, Group Manager – Engineering, Project Management & Design, Glasgow City Council

Storing water in household tanks

Future water management plans in Glasgow include grey water recycling. Rainfall is collected underground in tanks and pumped into buildings for use in households such as toilets.

“We are exploring the possibility of making these grey water storage systems smart, so that before a heavy rainfall event the storage tanks are pumped out so that surface water can be captured reducing flood risk. Creating space for water in planning is a principle taken forward from the Smart Canal.”

David Hay, Group Manager – Engineering, Project Management & Design, Glasgow City Council

Green corridors for communities in Medellin, Colombia

Nature-based solutions are being rolled out around the world, including in the Municipality of Medellin to address severe urban heat island effect in an effort to reduce extreme temperatures, urban greening began in 2015. Citizens were involved in planting over 30 green corridors.

Intervention 8

Ensure everyone's homes, offices, buildings, and infrastructure are resilient to future climate impacts

Aim: To implement a set of activities which ensure climate resilience for new and existing homes, offices and energy, water, transport, and communications infrastructure, and to begin planning new infrastructure required for long-term resilience in Glasgow City Region. Where possible, such approaches should be linked to broader community wealth building and activity to enhance adaptive capacity.

Background: By 2030, Glasgow City Region's 1.8m population is forecast to grow, with need for an additional 80,200 homes²⁶. Our built environment and energy, water, transport, and communications infrastructure rely on one another; together, they underpin our communities' and economy's ability to flourish. Over £16 bn. of capital investment is projected to be spent over the next 20 years to address existing challenges and new demands²⁷.

The challenge: Decisions made now on location and design of new houses, developments and infrastructure will influence patterns of exposure or vulnerability to future climate change over the next few decades. They involve a lock-in risk (i.e. development in areas that will become at risk in the future or buildings that are not designed for the climate of the 2050s). Infrastructures are interdependent and need careful planning and strong political commitment to ensure the whole system is climate resilient. Existing homes, offices, and infrastructure, as well as cultural heritage sites such as the UNESCO World Heritage Sites of New Lanark and the Antonine Wall were not designed with the future climate in mind. What's more, there are many different actors such as private landlords and housing associations, who have much control in this space, particularly for those most vulnerable to climate impacts. We have a window of time to address this and plan for our future development, balancing the costs for residents, businesses, and government. New infrastructure specifically focused on delivering climate resilience may also be needed.

Where are we now? The Glasgow City Region City Deal, and the emerging community wealth building agenda have the potential to be transformative in this space. The City Deal has already been assessed for climate risks²⁸ and there are opportunities to enhance climate risk screening and integration of adaptation. Projects like the University of Strathclyde's Climate Resilient Climate Neutral Innovation District are already showcasing adaptation options and their wider benefits. There is also regional guidance embedding consideration of climate risk into new development and this is being used by some planning new developments.²⁹

What needs to happen:

8.1 Adaptation embedded in Glasgow City Region's net-zero transition ensuring the pathway to net-zero is resilient to the changes ahead. This should include solutions which maximize co-benefits and synergies such as habitat restoration and seek to minimize trade-offs.

8.2 Creation of an adaptation forum for Glasgow City Region infrastructure working through the infrastructure portfolio of Glasgow City Region City Deal the forum should focus on improving knowledge and understanding of risks, as well as where responsibility for action sits.

8.3 Adaptation of existing infrastructure, with policies and regulation to require all new investment to be climate resilient starting with Climate Ready Clyde's members committing to assess climate risks and incorporate adaptation solutions for most risky infrastructure and consider climate risk in all future investment.

8.4 Strengthening of adaptation requirements in the planning system supported by Scottish Government, Clydeplan and local planning authorities through the National Planning Framework 4, the Regional Spatial Strategy and local development plans and building standards. These should be co-designed with developers

8.5 Creation of a regional retrofit framework for climate resilience for use by the region's building owners to assess climate resilience needs of building stock, and to underpin development of a retrofit programme which ensures stock is fit for the future, aligned with the net-zero target. This should also consider wider issues such as tenure, the ability to pay, and the importance of differing lifestyles and cultures in communities.

8.6 Creation of a framework for adapting cultural heritage assets with collaboration with Historic Environment Scotland, National Trust for Scotland, and Heritage Trusts to continue work to evaluate the impacts of climate change on the region's historic assets, such as the Antonine Wall and New Lanark.

8.7 Lobby UK and Scottish Governments to reform infrastructure investment frameworks with Core Cities, and the Scottish Cities Alliance making for reforms to drive more investment into adaptation.

8.8 Evaluation of future adaptation infrastructure needs with a strategic review for Glasgow City Region to identify and evaluate new infrastructure that may be required for future adaptation, with a view to developing an investment pipeline.

The strategy in action: Co-designing a climate-ready Glasgow



Fig. 20. Heart of the Campus: design by RFB, rendered image by Float Digital.

Relevant interventions	<div>8</div> Ensure our homes, offices, buildings and infrastructure are climate resilient
	<div>9</div> Deliver nature-based solutions for resilient, blue-green landscapes and neighbourhoods
	<div>10</div> Establish Glasgow City Region as a global research and knowledge hub for adaptation
Further information	https://www.strath.ac.uk/professionalservices/sustainablestrathclyde/climatechange/

The University of Strathclyde hosts a variety of projects tackling mitigation and adaptation to climate change that work to establish Glasgow City Region as a global research and knowledge hub. All of these projects are collaborative in nature and are aligned with the University’s partnership approach and deployment of innovative ideas and solutions.”

Dr Roddy Yarr, Vice Chair, Climate Ready Clyde, and Assistant Director for Sustainability, University of Strathclyde

Putting pedestrians first in the Heart of the Campus

“The people-orientated Heart of the Campus project will create an accessible, climate-resilient green space. The former site of Rottenrow Maternity Hospital has received planning approval to be redesigned as a green, inclusive, traffic-free, pedestrian-focused garden space that is adapted to climate change, providing space for nature and people.”

Dr Roddy Yarr, Assistant Director for Sustainability, University of Strathclyde

A timber-covered walkway and smart seating will increase accessibility of the area, providing protection from future climate changes such as increased likelihood of flooding and higher average temperatures. New entrances, step handrails and reduced path gradients will increase the inclusivity of the area for people. Climate resilience is improved through planting rain gardens which clean and filter rainwater through the gardens. A diverse range of plants—a nature-based solution—will be grown that are adapted to a future climate and also provide key habitats for species such as insects and birds. Further biodiversity benefits of the park include bird and bat boxes.



Fig. 21. Heart of the Campus: design by RFB, rendered image by Float Digital.

A new Teaching and Learning hub designed with students for students

Working with staff and students, the University has developed a new building—linking climate adaptation and mitigation actions—to provide space for flexible and group learning as well as the Students Union. Using the shell and core of two existing buildings to redesign the Teaching and Learning Building has meant carbon associated with the original construction of these buildings is not released – there is an embodied carbon saving of 67%. The carbon saved is the same as the amount of carbon generated by 3,350 Scottish homes in one year.

Transformational change in Climate Neutral Innovation District

The projects described above have contributed to the development of a large-scale, collaborative Climate Neutral Innovation District in the heart of Glasgow. A whole-systems approach is used to link four areas of heat, power, transport and community well-being for climate resilience with plans for 100% renewable energy. A community focus underpins the research putting people at the centre of the plan to integrate these four areas. The project will work with a range of stakeholders that have new approaches to help address the climate emergency, create opportunities around a green economy and promote sustainability in the long-term.

Read more about the planned projects as part the Climate Neutral Innovation District and plans to replicate the ‘district’ in other areas, such as North Lanarkshire, Renfrewshire, West Dunbartonshire.

Similar projects in Europe: Creating areas of cool in Paris

Climate adaptation creating green space and well-being benefits for people is also happening across Europe. In Paris, Project Oasis aims to re-green 800 concrete school courtyards to what has been described as “islands of cool”. Plans include planting green walls, increasing vegetation to increase shade and replacing concrete with drainable surfaces. Spaces will be open to the wider communities living in and around the schools, providing shelters from extreme heat. Conversations between children and their parents about the school courtyards raises awareness of climate adaptation, encouraging wider cultural changes. Not only will this project reduce the heat island effect in Paris, but it will also improve access to green spaces for communities in a city with a low percentage of green space, enhancing well-being of the people that live there.

Intervention 9

Deliver nature-based solutions for resilient, blue-green ecosystems, landscapes and neighbourhoods

Aim: To accelerate the roll out of blue and green solutions, through a regional strategic network, land management and targeted local interventions. This requires increasing the involvement of homeowners, landlords, landowners, businesses and whole communities to scale up and roll out solutions, supported by increased access to finance. There is also a role for exploring how vacant and derelict land in Glasgow City Region can also be brought into use to support these objectives, particularly in the Clyde corridor.

Background: Glasgow City Region is a dynamic urban and rural mix, including world-renowned landscapes such as parts of the Loch Lomond and Trossachs National Park, as well as villages, towns and the city of Glasgow. This is also reflected in our economy, with financial services sitting alongside agriculture, forestry and wind farm construction. Our high-quality natural environment supports all of these activities, and is part of what makes Glasgow City Region a great place to live and invest. Glasgow City Region has 50,867 hectares (ha) of greenspace, of which 73% is accessible, along with 56,850 hectares of woodland. It is also important for wildlife, with 11 Special Areas of Conservation, 7 Special Protection Areas and 2 RAMSAR sites.

The challenge: These celebrated landscapes, their wildlife and our rural activities such as farming, face challenges from climate change, including flooding, high winds, extreme temperatures, pest and diseases, and invasive species. Nature-based solutions can respond to these problems, while also helping address climate risks to people, buildings and infrastructure. Solutions can include green infrastructure, from the building level, through small-scale urban planting, to major urban green spaces and blue infrastructure around the coast and marine environment, or habitat restoration along river corridors. Such ecosystem-based adaptation can provide not only direct resilience benefits to both people and wildlife but also wider impacts: improving recreational opportunities and active travel routes, health and well-being, storing carbon, enhancing biodiversity and biosecurity. They can even boost property prices and local economic prosperity. However, despite all these benefits, they are not being rolled out at the scale and pace required.

Where are we now? Nature-based solutions are becoming prioritized across the region; the Glasgow and Clyde Valley Green Network Partnership is one exemplar organization planning their delivery with a focus on solutions for both people and wildlife, and local authorities are identifying the potential for adaptation through open space strategies. However more work is needed to target interventions in the most effective areas and shift to large-scale delivery.

What needs to happen:

9.1 Identify regional priorities for nature-based solutions. The region's local authorities, working in partnership with the Glasgow and Clyde Valley Green Network Partnership and others should identify priority areas for blue and green infrastructure, focusing on the communities, sectors and systems most vulnerable to high temperatures or flooding and developing the region's habitat network for climate resilience.

9.2 Delivery of the regional Strategic Green Network with an emphasis on maximizing the contribution of the network to adaptation.

9.3 Creation of the Clyde Climate Forest with Glasgow and Clyde Valley Green Network Partnership working with others to create the forest, creating a mechanism for carbon offsetting which will expand canopy cover in heat risk areas, connect habitats and store carbon emissions, with a focus on the most socially vulnerable neighbourhoods.

9.4 Increase investment in targeted habitat restoration for natural flood management, including in peatland, wetlands and transitional habitats. Through the Forestry and Woodland Strategy,³⁰ Clydeplan should continue to promote restoration of ancient and native woodland. At the same time, all partners should consider the opportunities and risks around transitional habitats such as salt marsh, and the potential need for managed retreat.

9.5 Roll out of large-scale blue and green infrastructure projects to demonstrate benefits to communities – either through new green infrastructure or removal of hard landscaping or public realm, with the Glasgow and Clyde Valley Green Network Partnership and MGSDP amongst others, continuing to develop and deliver large-scale demonstrators of green infrastructure across the region.

9.6 Support for new local infill or expansion of existing nature-based solutions to strengthen the regional network with a common local delivery approach to Open Space Strategies, Local Development Plans and individual developments. These should define where blue and green infrastructure can provide climate resilience for surface water management and high temperatures. The process should engage new actors such as landlords, tenants, community groups and businesses to understand opportunities and barriers to widespread roll-out.

9.7 Develop and accelerate blue and green infrastructure financing. To accelerate the above, we will work to develop new financing methods for green infrastructure (such as landscape enterprise networks), which seek to unlock private sector investment and mobilize communities to deliver.

The Strategy in action:

Living in a blue-green Glasgow City Region

The creation of blue-green landscapes in Glasgow City Region benefits local communities. Nature-based solutions have multiple values: improving access to blue-green spaces for recreation, enhancing well-being and social cohesion, creating space for biodiversity to flourish and helping to adapt to climate change.

Relevant interventions	<ul style="list-style-type: none"> 3 Increase adaptation finance through leverage and innovation 4 Enable and equip communities to participate in adaptation 6 Adapt the Clyde corridor for the twenty-second century 9 Deliver nature-based solutions for resilient, blue-green landscapes and neighbourhoods
Partners	GCV Green Network Partnership, Scottish Forestry, supported by Woodland Trust, Green Action Trust, TCV Scotland, local authorities, university and housing associations
Further information	https://www.gcvgreennetwork.gov.uk/

Helping people and nature adapt

The Glasgow and Clyde Valley Green Network (GCV Green Network) Strategy proposes improving active travel routes along the Clyde corridor, making them greener and more pleasant to use, redirecting them away from roads.

“The ‘Blueprint’ for the Green Network Strategy in Glasgow City Region creates space and connections for people and wildlife. Green living and working environments are essential for people’s health and well-being, and people who are healthy in mind and body are more resilient to the impacts of climate change.”

Max Hislop, Programme Manager, GCV Green Network Partnership

The GCV Green Network Strategy also creates a network for nature, delivering positive changes for biodiversity through connecting key habitats, facilitating the movement of species northwards as the Scottish climate changes. Within the Strategy several projects are being delivered at a local scale to provide community and climate adaptation benefits throughout Glasgow City Region.

Communities contribute to peatland restoration by dambuilding

In Fannyside Muir, North Lanarkshire, 230 ha of peatland was restored through the work of conservation charity Buglife Scotland, partners and volunteers. Peatlands are carbon sinks; restoration can lock up significant amounts of carbon from the atmosphere. The project worked with the community to construct over 4,300 dams and drainage ditches, allowing for the recovery of crucial sphagnum mosses. Converting dry areas to shallow pools provided excellent habitat for wading birds and insects, and reduced flooding in the area.

Community management in Scotland's largest urban wildlife site

On the boundary between Glasgow and North Lanarkshire, Seven Lochs Wetland Park integrates seven lochs, five nature reserves and a country park within housing developments. Surrounding communities experienced high levels of deprivation; development of the park has helped to regenerate the area socially, environmentally and economically. After an engagement period, it was identified that there was a need for permeable boundaries, ensuring existing communities had access and were connected to expanding green networks. Seven Lochs Wetland Park protects and enhances biodiversity and natural heritage, safeguarding it from a changing climate. Community groups help manage biodiversity and support cultural heritage through projects such as archaeological digs discover lost history whilst outdoor education and conservation volunteers improve understanding, awareness and management of key wetland habitats.

“Good quality, well-linked open spaces can help provide a range of benefits. They allow individuals to interact with the natural environment and provide habitats for wildlife. They can also be important in defining the character and identity of settlements. Connecting them in a green network can provide enhanced benefits for people, the environment and biodiversity.”

Gillian Dick, Spatial Planning Manager,
Connecting Nature, Glasgow City Council



Flower power for pollinators and people

Volunteers at a community run wildflower nursery in Pollock Country Park grow 10,000 locally sourced wildflower seedlings, providing training opportunities for communities and building personal connections. The wildflowers from this Connecting Nature project support biodiversity projects across Glasgow, helping to address the devastating 97% decline in wildflower habitats seen in the UK. Use of locally grown wildflowers reduces carbon emissions from transportation and makes sure the plants are better adapted to survive in Glasgow's climate.

“Demonstrating how nature-based solutions can contribute to wider objectives of the council including health, well-being and climate adaption helps to get support from strategic partners who champion nature-based solutions in a way that embeds them in policies that will support the transformation of the city.”

Gillian Dick, Spatial Planning Manager, Connecting Nature, Glasgow City Council

Planting 20 million trees provides multiple benefits

On the outskirts of Glasgow, the Woodland Trust has planted 250 ha of native woodland, putting communities at the heart of the restoration and involving local people at each stage of the project. The resulting mix of pasture and woodland creates areas for families with paths woven through the area and outdoor classrooms for the schools involved. Tree planting in the Clyde Climate Forest will focus on three aspects: canopy, connectivity and carbon. Urban tree planting aims to improve canopy cover, providing benefits such as shade and cooling from increasing temperatures. The project will identify vacant and derelict land sites to promote connectivity for wildlife and to sequester carbon. 20 million trees will be planted over 10 years.

“A delivery project for the Blueprint is the Clyde Climate Forest. The Clyde Climate Forest is going for the big wins, targeting increases in urban tree canopy cover, woodland habitat connectivity and new forests to capture carbon emissions. The Clyde Climate Forest will provide climate adaptation benefits to people that include flood mitigation in periods of heavy rainfall and reduced urban temperatures at times of heatwaves.”

Max Hislop, Programme Manager, GCV Green Network Partnership

Innovative finance for a Green Network Strategy

Underpinning the Green Network Strategy is the Blueprint that sets out the foundations for the creation for a network for people and a network for nature.

“There is a growing understanding that the natural environment is linked to the economic success of the region. New finance is needed to repair the damage we have done. The aim is to deliver nature-based projects at a large enough scale to tap into new funding streams. The two very different sectors of green investment and environmental management need to work together, linking the funding ‘pipeline’ into scalable projects to attract financial investment.”

Max Hislop, Programme Manager, GCV Green Network Partnership

Intervention 10

Enhance regional decision-making, and establish Glasgow City Region as a global research and knowledge hub for adaptation

Aim: To fill evidence gaps, establish Glasgow City Region as a living lab for research and innovation, and draw on the collective strengths of our research institutions to provide actionable information for decision-making. In doing so, we will position Glasgow City Region as global hub on applied adaptation research, attracting world-leading researchers, enhancing institutional credentials and Glasgow City Region's climate resilience, and delivering benefits for wider Scotland, the UK and global adaptation efforts.

Background: Decisions on how and why to adapt Glasgow City Region need to be taken based on a robust understanding of potential risk, adaptation options and how they can be implemented. However, such research is not always transferrable – with local context and climatic conditions requiring specific consideration.

The challenge: At present, Glasgow City Region does not have a structured process for identifying evidence and research gaps needed for delivering on adaptation and then implementing projects to bridge them. And where this does happen, such information is not always communicated effectively to inform decision-making. Instead, universities tend to approach individual institutions in the region driven by calls from research councils (which tend to focus on primary research needs as opposed to implementation of adaptation by cities and regions) as well as use informal knowledge and connections from individuals. Adapting effectively means better structuring this process, to add value to decision-making, and to facilitate high impact research. Over time this will contribute to positioning Glasgow City Region as a global hub in applied adaptation, attracting the best global researchers to work here, as well as retaining talent to work in the local and global interest.

Where are we now: The University of Strathclyde, Glasgow Caledonian University, University of Glasgow, Glasgow School of Art and the University of the West of Scotland, and both our region's colleges and the wider business community all have a role to play. As well as being a strong part of our region's economy, they are training the next generation to help us manage and adapt to climate change and they have the research and innovation strengths which we can harness to support our efforts.

Glasgow City Region has long been collaborating with research projects to try and fill evidence gaps through dedicated Horizon 2020 projects such as Connecting Nature and COACCH, as well as by supporting individual researchers in their own projects where there is alignment with our own needs. The Climate Risk and Opportunity Assessment highlights several priorities that need to be filled to support adaptation activity going forward.

What needs to happen:

10.1 Enhanced adaptation research through open invitation to collaborate on publicly available research priorities with Glasgow City Region promoted as a place for research and experimentation on climate change adaptation. Climate Ready Clyde will work with others to develop, agree and publish a list of research priorities, reach out to relevant organizations and individuals, and provide support to funding bids where there is a strong prospect to move us forward on understanding risks and implementing adaptation, and will link academics to stakeholder programmes. Early research priorities for the programme include synergies and trade-offs with the region's path to net-zero, sectoral gaps such as the natural and built environments, and cross-cutting issues such as climate justice.

10.2 Glasgow City Region established as a living lab for climate adaptation providing a platform for academics to conduct research into climate resilience and adaptation in practice, using our resources, services and assets. This will provide Glasgow City Region with a greater understanding of their effectiveness, as well as providing wider benefits for the UK and internationally.

10.3 Convene an Expert Advisory Committee on Adaptation, to provide actionable advice to actors in Glasgow City Region to ensure better evidenced decision-making. This should draw on the leading adaptation expertise already in Glasgow City Region, with the role and remit being shaped and informed by the region's City of Science and Innovation group, universities and Glasgow City Region. To support the process, the Committee should run a process to identify and develop the relevant questions from regional policy makers, and to commission small research pieces to inform the work. Over time, this process should also lead to higher impact research on adaptation. The proposals should be developed working closely with ClimateXChange to build on their experience of connecting research and policy.

Intervention 11

Begin the transition to an economy resilient to future climate impacts

Aim: To shift Glasgow City Region's economy to be climate ready to the impacts, as well as take advantage of the opportunities of climate change, and create green jobs. This will involve addressing macro-economic issues of productivity, skills, employment and supply chains as well as direct support to SMEs and large corporations. The approach to doing so will be fair and inclusive, to ensure just resilience, strengthening livelihoods at the same time as the wider economy of Scotland and the UK.

Background: The effects of climate change will cascade across the entire economy of Glasgow City Region, changing demands in goods and services, affecting the profitability and in some cases the viability of sectors and businesses, affecting labour productivity and affecting risks to assets and operations, as well supply chains. These impacts will be negative in some sectors, and for some goods and services, but will be positive for others.

The challenge: We need to begin transitioning our economic system to one which is much more resilient to the impacts of climate change. This is complex, as the economy is already undergoing profound change because of COVID, decarbonization, automation and shifts to a circular economy, and challenges will vary – with forestry or agriculture facing different challenges to financial services. In parallel, we must capture the economic opportunities from a changing climate, creating the enabling environment to make sure potential economic benefits are fully realized, for the public and private sector, on top of the broader macroeconomic benefits delivered by the Strategy.

SMEs are the backbone of the Scottish economy, but often need support to consider longer term shifts that are outside their core focus. We also need to ensure this transition is fair and just, to both workers and businesses, supporting the most vulnerable to improve their resilience or transition into new industries or locations. Larger, publicly listed companies in Glasgow City Region have global operations which could be affected by climate change impacts around the world. These issues are rising up the agenda with climate related financial disclosure (of physical climate risk) and this will put pressure on companies located in the region, and in turn to those organizations responsible for the region's planning and development to adapt to ensure continued and increased investment.

Where are we now? There has been some early work to support business to become climate ready, but little focused on the region. Scottish Enterprise has completed a national assessment of how vulnerable certain sectors of the Scottish economy are, whilst Adaptation Scotland has already developed guidance for businesses to become climate ready. There has been little thought about the justice issues associated with a resilient transition – the Just Transition Commission has mainly focused on mitigation. Glasgow City Region is home to 216 publicly listed companies who are at risk of global climate change (MSCI, 2020). Our adaptation economy comprises 79 companies, employing 8,390 – and the sector is projected to grow at 19% a year.³¹

What needs to happen:

11.1 Adopt a climate smart regional economic development approach with a strategic approach that sets out to improve the resilience of the Glasgow City Region's economy as part of the revised regional economy strategy. This should focus on climate-smart approach, assessing what is needed to help realize opportunities and support growth of the region's adaptation sector.

11.2 Delivery of a just, climate resilient transition which nurtures adaptation skills broadening the concept of a just transition to adaptation, by identifying sectors, businesses locations and workers who are most vulnerable to climate change and developing plans to support them to adapt, as well as those sectors that will open up. This should also identify the skills requirements for the adaptation economy and develop them, as well as the potential to provide opportunities for those persistently excluded from employment, such as ex-offenders or those subject to community payback orders.

11.3 Climate-resilient supply chains, as part of a net-zero, circular economy with a collaborative approach involving Circular Glasgow, Zero Waste Scotland, Scottish Enterprise and others to ensure that the shift to a decarbonized and circular supply chain also increases resilience to climate change and considers associated justice and equity issues.

11.4 An SME support plan with Scottish Enterprise, FSB, Adaptation Scotland and others developing a package to support SMEs to both become resilient to the impacts of climate change across all aspects of their operations. This will focus on practical actions that can be taken by all, as well as more detailed services in future.

2.4 Place-based priorities

Glasgow City Region is a diverse and varied area, with a mix of a major city, towns and villages, as well as mixed landscape and rural environments. All these influence people's opportunities and help make Glasgow City Region a great place to live and to invest. Glasgow City Region's communities are very interlinked and interdependent, with linkage between where people live and work, as well as their leisure time.

Some climate impacts such as storms and extreme rainfall will have effects across the entire of Glasgow City Region. However, others are more geographically specific. In support of the Strategy's interventions we have identified a number of priority areas within Glasgow City Region.

Whilst place-based approaches are crucial across Glasgow City Region, we have identified a set of place-based priority areas that are regionally and nationally significant for adaptation. These are areas where there are one or more of the following conditions: current and future climate hazards are most acute, there is the potential to affect disproportionately vulnerable communities, there are significant concentrations of economic assets, and where significant regional decisions are being taken in relation to new development. These priority areas are:

- **The Clyde River corridor** – The 109 km River Clyde, running from the Lowther Hills in South Lanarkshire and ending at the Firth of Clyde, is a national economic asset, but is also where Glasgow City Region has a significant concentration of climate risks, with river, surface water and coastal flooding all coming together, alongside erosion. It is also home to a significant number of people who are disproportionately affected by flooding. Within this, the Clyde Mission area running from the Firth of Clyde in the west to Clyde Gateway in the east, is a focus for long-term economic development and for regeneration of regional and national significance.
- **New priority development sites** – The wider sites set out in the indicative Regional Spatial Strategy, including the major regeneration of Ravenscraig in North Lanarkshire, Eurocentral/Mossend and the Forth and Clyde Canal, are priorities to make sure we do not lock in future climate risks as part of the region's development.
- **Strategic Economic Investment Locations (SEILs)** – These locations offer potential for a rebalanced low-carbon economy, boosting competitiveness and tackling inequality. They also promote the Scottish Government's key economic sectors and Scottish Enterprise's locational priorities. The large-scale, long-term investment planned to achieve these outcomes means they have a high potential to lock in future climate risks.
- **The coast** – The coastal landscape is a unique part of Glasgow City Region's heritage and culture, but erosion and sea level rise will alter their shape and form significantly in places like Dumbarton, Greenock and Gourock, where there are already significant socio-economic challenges.
- **Urban and town centres** – The centre of Glasgow and town centres are vital links in Glasgow City Region's overall economy. But they are also heat islands. In the future, the concentration of urban development is likely to be affected by rising temperatures and heatwaves.

Defining place-based priorities helps provide a focus for where some of our interventions should take place on the ground and should be seen in the context of, and connected to, the broader climate resilience of Glasgow City Region overall. The criteria used to define the areas are set out below:

Area	Acute current/future hazards	Disproportionately vulnerable communities	Concentration of economic assets	Risk of 'lock-in' – significant new development
Clyde River corridor	✓	✓	✓	✓
Strategic Development Sites			✓	✓
Strategic Economic Investment Locations			✓	✓
The coast	✓	✓		
Urban and town centres	✓	✓	✓	

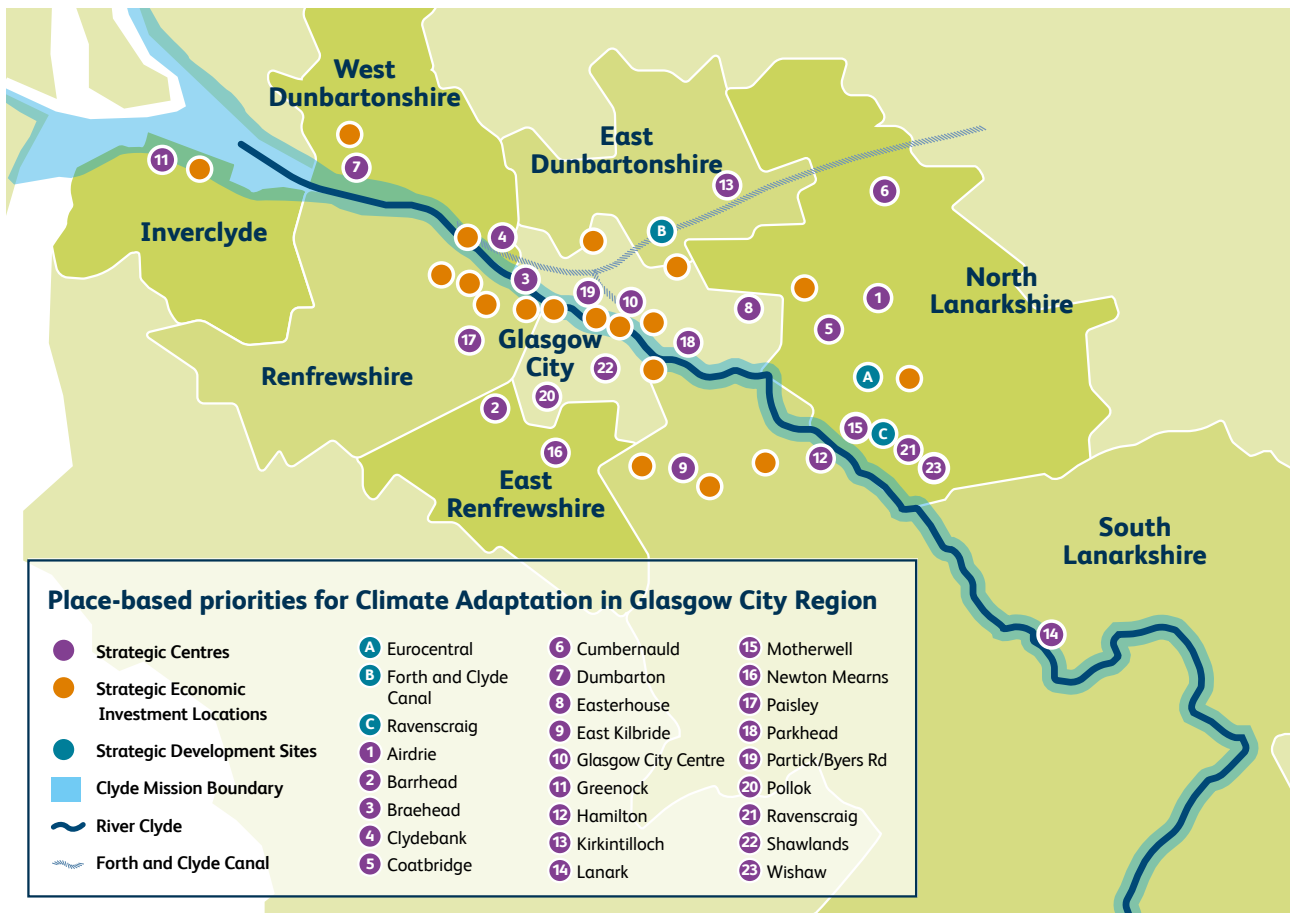


Fig.22: Place-based priorities for climate adaptation in Glasgow City Region.

Note: The areas outlined above are indicative, based on high level assessment by the Climate Ready Clyde Secretariat. This used existing knowledge of climate trends, social vulnerability and significant development, and will be further refined as evidence develops. Each of the factors above, should be further assessed at lower spatial scales to better define them in future. More detailed mapping showing distributions of flood and heat risk is available in the technical annexes to the Strategy.

2.5 Assessing social and environmental impacts of the Adaptation Strategy

In developing the Strategy, we have sought to better understand both the baseline social and environmental impacts of climate change and the Adaptation Strategy itself. Climate Ready Clyde is committed to ensuring our Adaptation Strategy seeks to create a more fair, just and inclusive region as part of the adaptation process, and ensuring that adaptation builds on and enhances protection of key heritage and environmental designations and frameworks, such as Natura 2000 and the Habitat Regulations. To ensure this, we have undertaken three parallel processes:

Social Impact Assessment

To better understand the social impacts of climate change and the Strategy interventions, the Climate Ready Clyde Secretariat developed and undertook a Social Impact Assessment. This voluntary assessment was designed to reflect duties under the Equality Act 2010, but also to consider broader social issues associated with climate change in Glasgow City Region. It evaluated the potential social impacts of climate change, developed recommendations for how the interventions could be strengthened to better reflect impacts on particular groups, and the intersectionality of climate and equality issues.

Strategic Environmental Assessment

The Strategy comes under the scope of the Strategic Environmental Assessment regulations. Therefore, a parallel assessment was run alongside development of the Strategy. This included a Scoping Report and Environmental Report, as well as a post-adoption statement. The Strategic Environmental Assessment (SEA) process influenced the development of the Adaptation Strategy, strengthening an emphasis on cultural heritage, education of young people on climate issues and by identifying issues for consideration in the Action Plan such as involvement of developers.

Habitats Regulations Appraisal

In addition to the Strategic Environmental Assessment, the Strategy has been subject to a Habitat Regulations Appraisal Screening, as required by the Habitats Directive (European Council Directive 92/43/EEC) and the Birds Directive (European Council Directive 79/409/EEC). This has evaluated the impact of the effect of the Strategy on sites of significant nature importance – notably European sites (those formerly known as Natura 2000 sites), Special Protection Areas (SPAs), Special Areas of Conservation (SACs) and RAMSAR sites (wetlands of international importance under the 1971 Ramsar Convention). The amendments to the Habitats Regulations following EU Exit mean the requirements of the Habitats and Birds Directives to how European sites are designated and protected still apply.³²

These process have been used to inform the Adaptation Strategy and have been considered alongside the consultation responses. All of these assessments have been published online on the [Climate Ready Clyde](#) website.

The implementation of interventions locally will require the development of project specific mitigation measures in consultation with both statutory and non-statutory consultees in order to minimize impacts and maximize the potential for enhancements to the local environment.

PART 3

Strategic Action Plan 2020–2025

3.1 About the Action Plan

Whilst the Strategy sets the direction for Glasgow City Region’s adaptation efforts, significant action on the ground is needed. This action will come from many organizations, businesses and communities. To support delivery of the Adaptation Strategy, Climate Ready Clyde partners, working in collaboration with others in Glasgow City Region have developed a Strategic Action Plan. The Strategic Action Plan comprises a series of 16 Flagship Actions, and wider contributions from those across Glasgow City Region. Its role in Glasgow City Region’s Adaptation Framework is set out below:

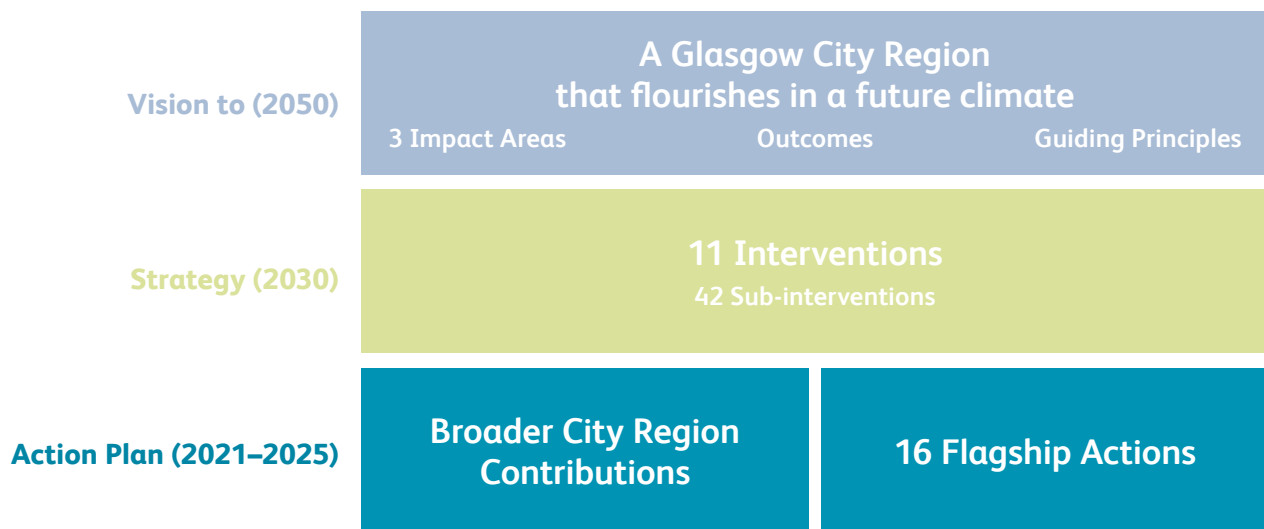


Fig.23. Action Plan within Glasgow City Region’s Adaptation Framework.

The Flagship Actions are intended as an early, initial package of interlinked cross-cutting, synergized actions, supporting a systems level approach to implement the Adaptation Strategy over the next five years. The actions are not enough on their own; as adaptation is about a social transformation, there will be gaps to fill in the years ahead. Instead, they are a signal; a statement of intent that from here on in, things will start to look and feel very different as a region.

The process of developing the Action Plan has highlighted the need to broaden and involve new perspectives and actors. A systems approach, that looks to broader interconnections and complexity requires understanding the perspectives of many actors in the system and the governance arrangements around decisions. We are therefore taking a more inclusive approach – including the creative and cultural sectors to help build a groundswell of broader and more diverse voices and different ways of thinking, as well as the private sector, to bring economic factors in support of the transition.

On Climate Ready Clyde’s invitation, we have received many contributions of new adaptation activities, plans and programmes that form the Action Plan and will help to deliver the Strategy over the coming five years. We would like to acknowledge and thank all organizations who have contributed so far. The range of contributors, and the scale of activities, demonstrates the collective commitment and intention across the region towards building climate resilience. These activities also fully support and complement the scale of ambition of the Flagship Actions.

The number of contributions are such that rather than detailing them here, we are looking to establish a separate online platform that presents all the contributions and allows for further, ongoing input from others. However, the following organizations deserve specific recognition as crucial collaborators:

**Architecture &
Design Scotland**
Ailtearachd is Dealbhadh na h-Alba



Clydeplan 



**HISTORIC
ENVIRONMENT
SCOTLAND**

**ÀRAINNEACHD
EACHDRAIDHEIL
ALBA**



3.2 Flagship Actions

A cornerstone of this change is committing to 16 Flagship Actions for Glasgow City Region. These are large-scale, high-ambition actions where there is strong consensus on the need for progress, and a recognition of the whole systems approach that is required to address core, underlying challenges. The actions are aligned with our region's vision of a Glasgow City Region that flourishes in a future climate, and its associated Theory of Change. Despite being at a formative stage, they represent a significant, step change from business as usual, designed to address systemic challenges, create the conditions for change and inspire further action. The actions, their type and the main spheres of actors are show below:



Fig.24. Flagship Actions mapped by type and relevant actors.

Each Flagship Action helps to deliver multiple interventions in the Strategy and invite a wide cohort of actors – public, private, third sector and communities – to coalesce behind them. They are also aligned to national policy ambitions, as set out in the National Performance Framework and SCCAP2. The Flagship Actions meet a range of different principles, namely:

- **Fair** – Ensuring a level playing field for all those in the region facing climate risk
- **Enabling** – Unlocking barriers and constraints, to enable action by others, or building shared regional capacity, bringing mutual benefit to many
- **Inclusive** – Involving those affected in decisions
- **Just** – Addressing existing inequalities and future social vulnerability
- **Accountable and transparent** – Open to having progress monitored and scrutinized
- **Iterative and reflective** – Ensuring learning and including an adaptive management approach sharing learning and insights
- **Collaborative** – Working to achieve more than the sum of its parts
- **Beyond business as usual** – Part of creating a step change in adaptation action in Scotland

A hallmark of the Flagship Actions is the way in which they will be shaped and delivered by working together. They are all at different stages of maturity and momentum, and the Climate Ready Clyde Secretariat will play an enabling role, fostering the initial process but encouraging actors to own and grow the actions, deciding together on the best way to take them forward. **They have not yet been agreed with all of the key partners identified, but collective involvement will be crucial to success.**

The Climate Ready Clyde Secretariat will reflect and share success stories to increase momentum and accelerate action, as well as commissioning independent assessments of regional progress. The detail of this is set out in the section ‘Making it happen’. Whilst such scrutiny is important for long-term success, it is imperative that approaches are owned and developed within the region, with mechanisms that encourage effective participation and engagement. We believe an empowering, distributed approach to governance of these actions – allowing actors to decide and agree themselves on governance and accountability – offers the best opportunity to ensure action can become self-sustaining in the years ahead.

Our first cohort of Flagship Actions reflect the interest, energy and commitment from those already engaged in adaptation in Glasgow City Region. They are the beginning, not the end. Climate Ready Clyde’s members are committed to revise and expand the Flagship Actions in the years ahead and indeed new, and very different Flagship Actions.

Flagship Action 1:

Local authorities in the region working together to build capabilities and deliver collaborative adaptation

Intention

Local authorities based in Glasgow City Region will set up a regional forum to work together to build capacity to support adaptation action and look for opportunities to deliver integrated and collaborative adaptation. An early focus will be to develop a common approach to adaptation when implementing programmes and plans, such as Local Outcome Improvement Plans, Community Planning Partnerships, Local Development Plans, Open Space Strategies, flood risk management actions (including flood protection schemes) and capital investment decisions. The forum will collaborate on internal training programmes, including for elected members. A focus will be on sharing tools, guidance and experience on adaptation approaches, climate impacts on operations, and in engaging and equipping others in their organizations to adapt. Over time, this model would be transferred to other sectors, such as higher education and health boards.

Outcomes

Many of the changes needed for effective adaptation are influenced by, or directly delivered by local authority functions. This includes the support and services to local communities and locally-led activities. Sharing learning and developing consistent practices will better equip local authorities to ensure services, assets and resources are more climate resilient, with adaptation mainstreamed across broader corporate activities and plans. This in turn will lead to increased impact by raising the issue of adaptation to a higher level of awareness, governance and decision-making. This will nurture strong, trusted and supportive relationships between those in the region who are charged with delivering on the adaptation agenda, as well as engendering shifts more widely in these institutions. This cohort of individuals will become part of a network of adaptation champions, supporting the climate-ready vision and ambition to be shared across a range of institutions and actors. Strong adaptive capacity in local authorities is a necessary precondition of being able to engage well with a wider range of stakeholders, individuals and communities, and to enable and equip locally-led action: an essential aspect to support many of the Flagship Actions in the Action Plan.

Supporting and enabling mechanisms

- Adaptation Scotland's Adaptation Capability Framework and associated Benchmarking Working Group to benchmark and share learning on climate change adaptation.
- Potential dedicated programme of training and support for local authorities based in GCR.
- The Improvement Service and Architecture & Design Scotland are committed to supporting local government and partner organizations to embed climate change into their improvement activity and planning for recovery from COVID 19.

Supports delivery of the following Adaptation Strategy interventions 1 2 7 8 9 10

Key partners

All eight local authorities, SSN, Sniffer, Adaptation Scotland, the Improvement Service, COSLA, Architecture & Design Scotland, University of Strathclyde, University of Glasgow, NHS Greater Glasgow and Clyde, NHS Lanarkshire.

Flagship Action 2:

Communities shaping climate-ready places

Intention

Climate Ready Clyde partners commit to progressing place-based initiatives and approaches at a range of scales within the region with active participation and leadership of communities. In doing so, improvements to places are locally-led, driven by local interests, while building climate resilience and broader health and well-being benefits. Several existing initiatives have proven the benefits of a systems level approach to place-based developments, including aligning adaptation and net-zero needs. Building on existing experience and commitment, partners will explore new opportunities for co-design and co-delivery that applies local experience and targets local needs, investing in communities' capacity to engage, including programmes such as Renfrewshire's Town Centres Climate Resilience programme. Partners will share their learning and experiences with others in the region and more broadly.

Outcomes

Enhancing and investing in individuals' and communities' capability, and ensuring genuine co-design processes rooted in local interests and priorities, will help to increase the interest and desire for locally-led, climate-ready places. It also has the potential to bring new and informed forms of governance, decision-making and community ownership and agency. Multiple benefits derive from locally-led and inclusive adaptation action and placemaking including: empowered communities and organizations working together, improved health and well-being, increased open and green space, enhanced opportunity for active travel access, as well as reduced climate risks.

Several existing examples in the region demonstrate the significant benefits gained by place-based, community-led initiatives. As an example, **Places for Everyone** sees the University of Strathclyde collaborating with Glasgow City Council, City of Glasgow College, Sustrans and the local community to create cleaner, safer, pedestrian- and cycle-friendly streets across its campus. Similar applications exist in other areas, for example buildings, assets and energy systems can become more climate resilient and net-zero ready. This model also demonstrates the potential for a skilled workforce knowledgeable in climate resilient practices, and new business opportunities associated with adaptation.

Supporting and enabling mechanisms

- **Application of the Place Standard Tool** with a climate lens, and application of the tool via A Place in Childhood.
- **The Principles for Locally-Led Adaptation** offer a helpful framework and means of navigation to apply place-based initiatives, with community and local leadership at the heart.
- **University of Strathclyde's Heart of the Campus and Climate Neutral Innovation District projects** – a £6 m. investment in Glasgow by University of Strathclyde which offers a lasting city greenspace legacy.
- **Renfrewshire's Town Centres Climate Resilience programme** developing a local response to climate risks aimed at delivering programmes of beneficial interventions in its town centres with property owners, residents and users.

Supports delivery of the following Adaptation Strategy interventions 1 4 5 8 9

Key partners

University of Strathclyde, University of Glasgow, all eight local authorities, Sustrans, NHS Health Scotland, NHS Greater Glasgow and Clyde, Sniffer, Adaptation Scotland, Architecture & Design Scotland, Scottish Flood Forum, Public Health Scotland, Keep Scotland Beautiful, NHS Lanarkshire

Flagship Action 3:

Increasing community agency in adaptation processes through culture and creative practice

Intention

The development and testing of a new approach to engaging new actors and citizens in adaptation governance and delivery, through regional culture and the use of cultural and creative practices and processes. Creative Carbon Scotland will lead in working with several cultural organizations based in the region and with their communities, to develop a wider application of creative arts and communication that reaches new audiences. Applying different cultural practices and activities, co-designed with local cultural groups, will help to develop informed perspectives on adaptation and resilience. This in turn will help to build greater connection and ownership, so that individuals and communities are enabled and empowered to participate in adaptation processes. The results would be felt at a number of levels, such as in broad community and locally-led initiatives, in place-based approaches, and local and regional governance processes and the means by which decisions are made, helping drive systemic approaches to address more fundamental levers of change. Delivery of this action connects directly to synergies with Flagship Action 1 and 2.

Outcomes

The work will ensure a wide range of voices are included in the region's efforts in climate adaptation, particularly those most vulnerable to climate impacts, and those most marginalized in society. Working with cultural organizations will support the reach to different constituencies, develop different understandings and encourage new forms of communication about adaptation. This more inclusive approach will help to build a groundswell of much needed diversity, new voices and different ways of responding to the challenge. It will help ensure that individuals and communities have the desire and ambition to drive action so that their places are climate ready.

Such an approach has the potential to influence the design of new civic projects, to broaden perspectives in the discourse, to build a movement of empowered, mobilized individuals and communities. This has the potential to achieve shifts in mindsets, values and political priorities to support adaptation.

Supports delivery of the following Adaptation Strategy interventions 1 2 4 9

Key partners

Creative Carbon Scotland, Sniffer

Flagship Action 4: Clyde Climate Forest

Intention

The Clyde Climate Forest (CCF) will build on the current momentum for tree planting and associated green-blue infrastructure, channelling it into transformative tree planting projects within the River Clyde catchment that deliver a broad range of climate, social and ecological benefits to Glasgow City Region. The initiative will engage with communities to ensure legacy. The CCF project is focusing on three elements:

- **canopy** – opportunities to increase canopy cover through new tree planting, particularly in areas of deprivation and at risk from the impacts of climate change
- **connectivity** – where new woodland planting will make connections that provide a potential migration route for woodland species from the headwaters of the River Clyde through to the Loch Lomond and Trossachs National Park
- **carbon** – where woodland creation will deliver good carbon sequestration opportunities.

By 2032, the project aims to increase average urban canopy to 20%, average woodland habitat network area by 20% and regional woodland cover to 20%.

Outcomes

Tree planting at scale is required as part of the solution to the climate and ecological emergencies. The connectivity of the CCF and the expansion of new areas will ensure that ecological systems are resilient. The new urban trees planted as part of the CCF will also help to manage climate risk through the management of rain and surface water during heavy rainstorms which otherwise will increasingly impact on the conurbation of Glasgow. They will also act to reduce overheating in urban area through transpiration and shading during the more frequent heatwaves which will also impact our region. The new forests and woodland created as part of the CCF in rural parts of the region will not only sequester atmospheric carbon but will also provide natural flood management to reduce downstream fluvial flooding. They will provide connections between habitats for woodland biodiversity making them more resilient to a changing climate. These areas will provide much larger benefits for recreation, active transport connections, etc. that will have large benefits for the health and well-being of the region.

Structured correctly, an innovative revolving model also has the potential to unlock wider funds for further protection of ecosystems and habitats, including and critically, peatland restoration. As well as directly reducing climate risks, the CCF will also inspire others to act further, by showing the benefits the trees provide. It also has the potential to provide education and training opportunities and new green jobs, supporting the wider transition to a green economy.

Supports delivery of the following Adaptation Strategy interventions 5 6 8 9

Key partners

EIT Climate-KIC, NatureScot, Glasgow and Clyde Valley Green Network Partnership, Scottish Forestry, Glasgow City Region Partnership, Woodland Trust, TCV, Green Action Trust, Trees for Cities, Forestry and Land Scotland, Scottish Water, Forestry & Woodland Sector, Architecture & Design Scotland, NHS Greater Glasgow and Clyde, NHS Lanarkshire

Flagship action 5:

A multi-hazard climate warning alert system

Intention

Partners will pilot, finance and deliver a multi-hazard climate warning alert system to allow people and organizations to better respond to the new range of climate hazards facing the region, and over time look to develop a possible multi-hazard integrated alert system. The alert system will be delivered in stages, focusing on priority hazards, seeking to provide the inputs required for multi-hazard early warning alerts (such as data from the Met Office), for the new emerging risks. It will also identify clear organizational processes which describe who needs to be aware of the information, what to respond to, and how to respond. It will seek to bridge the wider long-term gap between adaptation planning and emergency planning.

Such a system will build on, and in the longer-term be integrated with, existing tools and processes, such as SEPA's existing flood alert processes, and the pilot of surface water alerting conducted as part of the Commonwealth Games in 2014. The partners will also explore the potential for linking to a national system of climate warning, as well as how a system could support impact-based alerts. These early warning systems have some of the highest net economic benefits of any adaptation measure, and importantly, they provide immediate benefits today, which will increase with future climate change.

Outcomes

The hazards Glasgow City Region faces are changing, increasingly causing widespread disruption to people's lives and the critical systems on which we rely. SEPA's flood alerts provide early warning for river and coastal flooding. Alerts for surface water will need to be added over time, as well as other hazards, notably heatwaves, wildfires and landslides as such events become more frequent and severe.

These warning systems will enable more widespread awareness and advance warning of potential impacts, reducing weather related losses as well as impacts on people's lives. They will improve understanding of potential hazards, enabling people and organizations to become climate ready and better plan for, and respond to, climate impacts when they happen. This is a key part of building resilience for people and society, particularly the most vulnerable. It will also make a significant contribution to ensuring that on a day-to-day basis, the critical systems upon which we rely are fully resilient. Working towards a collaborative, integrated approach will provide greater impact; a more integrated, standardized approach is likely to be more effective and offers economies of scale.

Supporting and enabling mechanisms

- **SEPA Daily Flood Guidance Statement and Flood Alert System** – together forming the Scottish Flood Forecasting Service, a joint service between SEPA and the Met Office, which provides a strong existing system to build upon.
- **Existing hazard warning systems in other jurisdictions** – notably for heat in England.

Supports delivery of the following Adaptation Strategy interventions **2 7 8 9 11**

Key partners

Regional Resilience Partnership, Local Resilience Partnerships, SEPA, NHS Greater Glasgow and Clyde, NHS Lanarkshire, Glasgow City Council (Lead), Ready Scotland, NHS Health Facilities Scotland, Scottish Government, Met Office, Scottish Fire and Rescue, Scottish Flood Forum, NHS Health Facilities Scotland, ABI, Scottish Trade Unions Congress, Natural Hazards Partnership (for health and pandemics), National Centre for Resilience, British Geological Survey, National Railway, Transport Scotland, Network Rail, Police Scotland, University of Strathclyde, SPEN, SGN.

Flagship Action 6:

Climate resilient design principles and guidelines

Intention

Local authorities, infrastructure companies and experts (architects, civil engineers, economists) will develop a set of harmonized design guidelines for large capital investment by local authorities and wider public bodies, which sets out how to use regionally specific climate projections for climate risk assessment. This will include the activities needed in the concept development, design, financing and delivery of infrastructure. The guidelines will contain step-by-step instructions on how to supplement historic climate data with specific, regional, forward-looking climate change data. Consideration to adaptation and economic appraisal approaches which consider multiple climate scenarios, suitable to the type of asset and its design lifetime (e.g. 50 years) will also be included. The guidelines will be developed for use by communities, planners, engineers, architects and others with a role in infrastructure and the built environment in Glasgow City Region to ensure a robust, consistent, consideration of climate risk across the entire project development process.

The guidelines will be developed iteratively, by focusing on specific asset classes, and drawing together learning from major projects currently underway in Glasgow City Region. In each case, the project teams will develop a series of guidelines. They will then draw them together into an overall set of guidance for the region. Once mature, Glasgow City Region's local authorities will consider how the guidelines can be best applied to infrastructure and built environment projects which use public funds – such as through a voluntary approach or mandatory requirements. They will also consider the potential to establish a more substantial climate risk management system to manage and monitor progress. Recent economic analysis highlights that enhancing the climate resilience of infrastructure makes sound economic sense, with on average, the benefits outweigh costs by a ratio of 4:1.³³

Outcomes

As the understanding of climate risks and the need for adaptation grows, there is a need to enhance the frameworks for long-term resilience, ensuring we continue to make climate resilient investments. This is a form of due diligence (climate risk assessment is part of the Task Force on Climate-Related Financial Disclosures), recognizing that if not properly appraised, new developments, retrofits and refurbishments have the potential to lock in climate risks, to the mid-century and beyond. Improving climate risk assessment methods and processes will ensure assets and services work well in the future climate, as well as land, open space, water management and placemaking approaches.

The guidelines will address the risks of climate change, supporting due diligence activities and improving the financial case for adaptation investment. A regional approach, as well as providing efficiencies, will ensure that adaptation and climate resilience efforts align with the overall region's economic geography.

Supporting and enabling mechanisms

- **Existing large-scale infrastructure projects and planning processes** – e.g. Glasgow Metro, SEPA/GCC climate resilience in the planning process.
- **Climate risk management systems** – such as those in the World Bank, European Investment Bank.
- **International connections** – learning from other cities around the world (notably New York, Singapore, Amsterdam and London).

Supports delivery of the following Adaptation Strategy interventions **6** **8**

Key partners

Glasgow City Region, all eight local authorities, SPT, Transport Scotland, SEPA, Natural Hazards Partnership, SPEN, SGN, Architecture & Design Scotland, Adaptation Scotland, NHS Greater Glasgow and Clyde, NHS Lanarkshire

Flagship Action 7:

Net-zero, climate resilient housing retrofit

Intention

It is estimated that over 420,000 homes across the region currently fall below the standard of Energy Performance Certificate Band C (due to be the required minimum standard by Scottish Government), whilst the adaptation and resilience measures needed in the region's homes have yet to be quantified or costed. As part of the region's Economic Recovery Plan, Glasgow City Region will work with a wide range of partners to develop a proposal for the retrofit of these homes with energy efficiency, renewable electricity and explore the opportunity for adaptation measures. Glasgow City Region has commissioned a feasibility study to inform the development of the proposal. The study will consider the requirements and develop a roadmap for the rollout. This will include the technical requirements, potential financial approaches including how to structure such a financing model to target those in fuel poverty and who are most vulnerable to climate impacts, whilst avoiding additional costs, for example through higher heating costs or high payments for adaptation benefits. It will also assess the economic benefits of home energy retrofit, including the potential economic uplift, the opportunities for the local supply chain and the skills requirements.

The Feasibility Study will provide a clear set of recommendations for delivering retrofit that take into account the function, role, and powers of a range of different partners such as local authorities, national government, Skills Development Scotland, Scottish Funding Council, Scottish Enterprise, Construction Industry Training Board (CITB), the Scottish Housing Regulator, Association of Local Authority Chief Housing Officers, Scottish Federation of Housing Associations etc.

Outcomes

Domestic buildings account for about a fifth of Scotland's emissions, and therefore require substantial attention over the next 20 years in order to meet the net-zero target. At the same time, many buildings in the region need improvements to become resilient to climate impacts. Delivered in an integrated way, there are many benefits for people and the region: cheaper heating bills, less exposure to flooding or overheating, reduced fuel poverty. It also has the potential to provide a strong economic stimulus, for investment and training across the whole supply chain, creating new skilled, green jobs, and a wider market signal across the electricity and heat network companies and providers. A coordinated net-zero, resilient retrofit scheme will help to minimize future disruption to building owners and occupiers, lowering the total costs of delivering low carbon, climate resilient development. Such approaches will also drive wider community resilience.

Supporting and enabling mechanisms

- **Heat in Buildings Strategy/Local Heat and Energy Efficiency Strategies** – will set out the new regulatory framework for the transition to zero emissions in domestic buildings.
- **Resilient Regions: Clyde Rebuilt** – the project identified a financial model that could be used to bank savings on heating costs due to a warming climate as part of the wider project benefits.

Supports delivery of the following Adaptation Strategy interventions **5** **8** **11**

Key partners

Glasgow City Region, all eight local authorities, housing associations, MGSDP, Scottish Government, EIT Climate-KIC, SEPA, NatureScot, Historic Environment Scotland, Scottish Power Energy Networks, Scottish Flood Forum, landlords, Skills Development Scotland, Architecture & Design Scotland, housing developers, contractors, FE Colleges

Flagship Action 8:

Regional transport climate resilience group

Intention

Strathclyde Partnership for Transport (SPT) and Network Rail will scope a terms of reference with a view to establishing a Regional Transport Climate Resilience Group to act as an informal forum for debate, discussion and exchange, as part of managing critical climate risks to the rail and wider transport infrastructure across Glasgow City Region. The group will facilitate discussion and share best practice on the strategic adaptation of the transport network with national, regional and local partners from a regional focus. This group will be separate from existing national, regional and local resilience groups and is not intended to replicate current arrangements around coordinated resilience activity for immediate extreme weather events impacting on the transport network.

Adaptation is considered in current transport plans and projects but more needs to be done to ensure a co-ordinated approach. In the longer term, the group will therefore aim to expand as appropriate to reflect the wider transport and active travel network and to help articulate regional priorities for investment in transport including in the forthcoming Regional Transport Strategy. Other activities could include promotion and application of Climate Ready Clyde's Climate Risk Screening Toolkit³⁴ and the links to the climate resilient design guidelines and principles in Flagship Action 6.

Outcomes

The movement of the 1.8 million people who live and work within Glasgow City Region underpins its vibrancy and economic prosperity, but could be profoundly affected by climate change. Glasgow City Region is also a national strategic transport hub; the importance of which is only likely to increase in the longer term, for example with the construction of HS2.

Climate change brings an increased risk of flooding, landslides and disruption as well as extreme temperatures, high winds and changes in vegetation growth rates, and changes in freeze thaw ratios affecting slope stability and embankments.

The group will increase coordination and enhanced partnership working on adaptation and resilience issues which are regionally significant and warrant greater prominence at the national level. It also allows climate change to be considered in the context of wider changes, such as the changing nature of transport needs post pandemic.

Supporting and enabling mechanisms

- **Adaptation Reporting Power** – requires organizations to assess and report on their risks and opportunities every five years.

Supports delivery of the following Adaptation Strategy interventions **8**

Key partners

Initially Network Rail, SPT, Transport Scotland and ScotRail with scope to extend as appropriate to cover the wider transport and active travel network.

Flagship Action 9:

Roadmap to an adaptation forum on infrastructure and utilities

Intention

Partners will develop a roadmap to establish an Adaptation Forum on Infrastructure and Utilities to facilitate debate, discussion and exchange, as part of managing critical climate risks to infrastructure and utilities across Glasgow City Region. The group offers the opportunity for strategic oversight, to identify priority issues, as well as addressing practical, immediate concerns.

Outcomes

Through shared learning and common approaches in resilience and adaptation surveys of particular sites and operations, it is more possible to identify risk and vulnerabilities where increased resilience measures will be necessary. Critical assets, operations and services, on which the people, society and economy of Glasgow City Region rely will become more climate resilient and designed with future climate risks in mind, to avoid future lock in. Internal training on the CRC climate risk tool can look to build standardized requirements into major projects, site and network maintenance and new property construction. The connection to Flagship Action 6, to interact with and support development of the climate resilient principles and guidelines will be key.

Supporting and enabling mechanisms

- **Adaptation Reporting Power** – requires organizations to assess and report on their risks and opportunities every five years.
- **Infrastructure Operators Adaptation Forum** – the UK forum for national infrastructure operators also helps develop best practice in relation to climate risk assessment and adaptation planning for infrastructure.

Supports delivery of the following Adaptation Strategy interventions **8**

Key partners

SGN, SPEN, Scottish Water, telecoms providers, Glasgow City Region Infrastructure Portfolio, all eight local authorities.

Flagship Action 10:

Private sector challenge for a climate resilient economy

Intention

Convene private sector representatives, primarily based and located, or with a presence in Glasgow City Region, to identify and set a challenge to push the private sector to become climate resilient, reducing costs to their businesses and realizing opportunities for new goods and services. The challenges will be identified through a series of roundtables and set within the framework of the Task Force on Climate-Related Financial Disclosures (TCFD). A positive and targeted dialogue with the private sector will also help the public sector inform economic development, planning policymaking. A number of the supporting Flagship Actions will be relevant to the 'challenges', including Flagship Action 7: Net-Zero Climate Resilient Housing Retrofit, Flagship Action 11: Clyde Adaptation Mission and Flagship Action 14: Embedding Resilience into the Regional Economic Strategy and Regional Spatial Strategy.

Outcomes

Businesses and industries which have helped transform Glasgow City Region's economy, and with a role in building a climate resilient economy are also, paradoxically exposed to many climate risks. Developing private sector 'challenges' will help businesses accelerate their planning to become resilient to climate change, reducing costs, increasing competitiveness and productivity, and identifying opportunities to build resilience into the regional economy including through potential cooperation with the public sector. It will also help drive early uptake and adoption of TCFD reporting, supporting business compliance.

Supporting and enabling mechanisms

- **Task Force on Climate-Related Financial Disclosures** – the new whole-economy reporting requirements for businesses require them to assess financial risks relating to the low carbon transition and the physical risks of climate change.

Supports delivery of the following Adaptation Strategy interventions 1 2 3 11

Key partners

Scottish Trade Union Congress, Scottish Enterprise, Clydeplan, Glasgow City Region PMO, all eight local authorities, EIT Climate-KIC, critical infrastructure providers (e.g. energy companies), representatives of the banking and insurance sector, Chambers of Commerce, selected larger companies with a commitment to tackling climate change in the region.

Flagship Action 11: Clyde Adaptation Mission

Intention

Clyde Mission, a partnership between Scottish Government and Glasgow City Region, brings together public and private sector partners to harness the opportunities and competitive advantage of the River Clyde and the surrounding assets to deliver economic, social and environmental benefits. Clyde Mission will create a 'Mission Group' of key strategic partners in the public, private and third sectors to drive new interventions and support the development of a long-term adaptation pathway which considers flood risk around the Clyde from the source in the Lowther Hills to the estuary (Clyde Mission footprint). Using the River Clyde as a national strategic asset, Clyde Mission aims to:

- create new, good and green jobs and a workforce with the skills to secure those jobs
- use vacant and derelict land for the benefit of the economy, the environment and communities
- adapt to climate risks, especially flooding
- accelerate Scotland's progress to net-zero
- use the river to create better places for people and communities.

Outcomes

The Clyde has a distinct place in Scotland's economic and social history and a strong sense of identity and place. It played a key role in the industrial development of Glasgow and now has the potential to play a key role in Scotland's economic future, the transition to net-zero and adapting to climate risks. Public and private investments such as those in the Barclays Glasgow Campus, the expansion of the Scottish Events Campus (SEC), the Glasgow Riverside Innovation District, along with the Advanced Manufacturing Innovation District and Queens Quay, are bringing new economic life and vibrancy to the Clyde. But the area's industrial past has left a legacy of vacant and derelict land and some communities close to river are among the most disadvantaged in Scotland.

The Clyde Mission seeks to address these challenges by ensuring the collective impact of public and private investment is optimized by attracting further investment and by bringing vacant and derelict land back into productive use. It also seeks to address the potential risk that tidal (and river) flooding presents to communities, businesses and the city. The Mission will consider how we can improve and open up the river for visitors, local people and communities and ensure that riverside activities are climate ready – adaptable and resilient to climate change. The Mission will also examine the use of the river as a source of heat and energy for businesses and communities. Part of this Mission – and a new outcome – will be to develop an adaptation pathway for the Clyde Mission. This will be an iterative long-term plan on ensuring the mission plans are resilient – but also looking to see how the Clyde Mission itself can deliver adaptation as a core objective.

Supporting and enabling mechanisms

- **Other mission-based approaches** – such as the EU's Horizon Europe missions (including the Adaptation Mission) and other missions by cities and regions.
- **Regions with iterative adaptive plans** – such as the Thames Estuary 2100 programme for London but also other countries including the Netherlands and Bangladesh.
- **The new BS 8631 Standard on Adaptation Pathways**³⁵ – which provides guidance on developing best practice adaptation approaches.

Supports delivery of the following Adaptation Strategy interventions 4 5 6 8

Key partners

Scottish Government, SEPA, Scottish Enterprise, SFT, Glasgow City Region, Glasgow City Council, Inverclyde Council, Renfrewshire Council, West Dunbartonshire Council, Argyll & Bute Council, North Lanarkshire Council, South Lanarkshire Council, NHS Greater Glasgow and Clyde, NHS Lanarkshire. This Flagship Action would require coordination with CRC partners and Secretariat and would benefit from access to expertise from across the CRC partnerships.

Flagship Action 12:

Regional investment pipeline and adaptation finance lab

Intention

Partners will work to establish an Adaptation Finance Lab to unlock new investments for funding adaptation action by supporting innovative financing models in Glasgow City Region, including to explore ways to blend public funds with private sector finance. This will build on the eight innovative models developed through the Resilient Regions: Clyde Rebuilt project, which will be further developed and taken forward with relevant stakeholders in the region.

The other function of the lab will be to develop a pipeline of investable projects for Glasgow City Region to match with suitable financing. A key part of this work will be to consider how to frame investments to allow for larger institutional investors to support adaptation in cities and regions.

Outcomes

Ensuring adequate adaptation funding and finance is a strategic challenge, not only for Glasgow City Region, but globally. In addition to the more strategic use of public sector expenditure, Clyde Rebuilt's Resource Mobilization Plan identified the need for public bodies operating in Glasgow City Region to adopt a more commercial mindset, and to foster innovation that could address private sector investment risks and support transformational adaptation measures.

Doing this through a lab presents an opportunity to test and scale new financing models, with a particular focus on crowding in private sector finance which would include the participation of different actors across sectors and functions. More broadly, the lab creates a clear signal to the market of our intent to attract adaptation finance at the scale needed for the region and provides a clear point of contact for actors interested in this space to coalesce around, ensuring the financial system supports climate resilience, as well as the shift towards a green economy.

Supporting and enabling mechanisms

- **Existing pipeline programmes** – the Scottish Government and Glasgow City Region already have a number of approaches to identifying programmes of investment, such as the Green Investment Portfolio and Green Growth Accelerator.

Supports delivery of the following Adaptation Strategy interventions **3** **9**

Key partners

EIT Climate-KIC, Scottish Enterprise, Climate Ready Clyde, Regional Economic Partnership, all eight local authorities, Glasgow City Region, Skills Development Scotland, Scottish Government, Green Finance Institute, NatureScot, Adaptation Scotland, NHS Greater Glasgow and Clyde, NHS Lanarkshire

Flagship Action 13:

Independent expert advisory committee on adaptation and climate resilience

Intention

An independent advisory committee will be convened to provide an authoritative source of information on future climate change and its potential impacts to input into key decision in the region. The committee will draw on applied research and knowledge, from academic institutions in Glasgow City Region, and nationally, to ensure independent, evidence-based research and advice informs wider regional development.

The committee will act as an interface, to broker knowledge, understanding and facilitate a dialogue between the research and policy communities. As well as providing advice, the advisory committee would explore gaps in knowledge and help to formulate critical questions to interrogate, enhance and apply existing research, and to commission small research pieces where relevant. It will include consideration of the synergies and trade-offs with net-zero, and over time, the scope could also be broadened to address net-zero. The proposals should be developed working closely with ClimateXChange to build on their experience of connecting research and policy.

Outcomes

Drawing on the input of leading academic institutions and universities working in the field of climate risk and resilience can ensure that those operating in Glasgow City Region make better informed decisions. While we have sufficient information and knowledge to act, research and innovation can inform and improve our decisions and actions. An advisory committee that can facilitate the interface between policy and research, can help climate-proof policy, and develop the system-wide approach to ensure that adaptation is aligned and mainstreamed. Equally the research community will provide expertise and knowledge that is relevant, required and responds practically to broader societal needs and policy aspirations. Over time, this process should also lead to higher impact research on adaptation. The advisory committee can help to build the case for change regionally and nationally around new, innovative projects, demonstrators and programmes over time, which will help to inform and build an adaptation economy, with the necessary skills, norms and practices.

Supporting and enabling mechanisms

- **The UK Committee on Climate Change** – with extensive experience in advising governments
- **ClimateXChange** – the Scottish Government’s Centre of Expertise on climate change has significant experience in commissioning research to ensure better informed decision-making
- **Existing City and Regional Advisory Committees** – cities and regions around the world have set-up similar committees to help them make more climate resilience decisions in development.

Supports delivery of the following Adaptation Strategy interventions **10**

Key partners

ClimateXChange, University of Strathclyde, University of Glasgow, Glasgow Caledonian University, Architecture & Design Scotland

Flagship Action 14:

Climate resilience embedded into the Regional Economic Strategy and Regional Spatial Strategy

Intention

As part of Glasgow City Region's pivot towards a green economy and the drive for a green recovery, the Glasgow City Region Programme Management Office (PMO) will ensure that climate risks and adaptation needs are considered in the forthcoming Regional Economic Strategy and its spatial representation, the Regional Spatial Strategy.

The strategies will consider the key climate risks associated with the current economic model, particular sectors and the potential risks and benefits associated with the transition to a green economy. They will also consider climate risks and vulnerabilities of key sites in Glasgow City Region identified as an economic priority, to help avoid the risk of lock-in. This will also help to inform Local Economic Development Plans. It will also integrate spatial information for current and future risks, into the Regional Spatial Strategy. This will reduce the risks of lock-in and ensure climate resilient development.

Outcomes

Accounting for climate risks in regional development plans and investment decisions will help minimize economic and financial costs for the region and individual public authorities and private organizations, either from weather related damage of assets, or from climate change affecting operation, performance or revenues/benefits. It also provides a significant market signal to existing businesses or those considering investing in Glasgow City Region that the area is serious about providing a long-term, high-quality location to do business, and will help inform businesses reporting on climate risks as required by the UK Government. Similarly, there is a need to integrate climate risks geographically, e.g. with risk mapping, into spatial planning. Land-use plans lock in patterns of development for decades and the geographical nature of climate risks is going to change – it is therefore essential that climate risks are factored into regional spatial strategy – to ensure these lock-in risks are avoided.

Supporting and enabling mechanisms

- **Glasgow City Region Regional Economic Baseline³⁶** – the Regional Economic Baseline identifies the key economic challenges for the region, including relating to mitigation and adaptation
- **Indicative Regional Spatial Strategy (iRSS)** – the iRSS identifies the key spatial priorities for development within Glasgow City Region
- **National Planning Framework 4** – the forthcoming National Planning Framework 4 will provide a framework to guide the inclusion of climate resilience into spatial planning.

Supports delivery of the following Adaptation Strategy interventions **9** **11**

Key partners

Glasgow City Region PMO, Clydeplan, Clyde Mission, all eight local authorities, SPT, Architecture & Design Scotland, Scottish Government

Flagship Action 15:

Climate resilience integrated into regional supply chains and procurement

Intention

Glasgow City Region is working collaboratively with partners to suppliers to develop a refreshed Sustainable Procurement Strategy that will use the region's procurement power to support our wider objectives of building resilience of private sector and local communities, supporting the transition to net zero emissions, and working with suppliers to incentivise climate resilience and mitigation efforts.

As a first stage in this work, Glasgow City Region will use the Scottish Government's Sustainable procurement tools to analyse the main procurement categories and identify where we can drive down emissions.

To improve the climate resilience of our supply chains and reduce their vulnerability to climate risks Glasgow City Region will work with the Scottish Government and other partners to develop an approach to baselining information about existing supply chains. This will identify the most vulnerable supply chains as a way of helping prioritise areas and identify opportunities to include climate resilience clauses within contracts. The learning will be shared across the region and beyond with other organizations to build their awareness of the tools and techniques involved.

At the same time, Glasgow City Region will explore how consideration of climate resilience and adaptation is embedded in the procurement process, and the procurement team will share training materials and resources to help build suppliers' capacity to adapt. The PMO will also explore the potential for adaptation activities to be added into the community benefit outcome menu to provide new ways suppliers can provide additional benefits to communities.

Outcomes

As a result of long supply chains and just-in-time practices, many climate risks faced in the region can arise outside of Glasgow City Region such as disruption to products, services or distribution. Beginning to require strong adaptation and resilience policies in the procurement process reduces the chances of risks occurring or the size of their impact. Embedding climate resilience requirements into contract clauses also helps drive wider take up and improvement of resilience and adaptation activity in the private sector.

Supporting and enabling mechanisms

- **Glasgow City Region Sustainable Procurement Action Plan** – setting out the regional approach.
- **Sustainable Procurement Duty** – The sustainable procurement duty requires that before a contracting authority buys anything, it must think about how it can improve the social, environmental and economic wellbeing of the area in which it operates, with a particular focus on reducing inequality.

Supports delivery of the following Adaptation Strategy interventions **3** **11**

Key partners

East Dunbartonshire Council, Glasgow City Region PMO, North Lanarkshire Council, South Lanarkshire Council, Renfrewshire Council, East Renfrewshire Council, Inverclyde Council, West Dunbartonshire Council, NHS National Services Scotland

Flagship Action 16:

International leadership: Race to Resilience and TCFD supporters initiative

Intention

Climate Ready Clyde will sign up to the United Nations Race to Resilience (Resilience campaign,) which seeks to build the resilience of four billion people globally, who are most vulnerable to the impacts of climate change. Through this umbrella campaign, the initiative will seek to strengthen understanding of who in the region is most vulnerable to climate impacts, where they are located, and target action to support them. We will also seek to crowd in a significant number of additional actors in Glasgow City Region, in service of this.

In parallel, the Secretariat will also become a supporting City Region for the Task Force on Climate-Related Financial Disclosures (TCFD). Over time, the initiative will work to make information on climate risk and adaptation action available to support companies in Glasgow City Region to assess climate risk and support decisions of those looking to locate here.

Outcomes

Climate Ready Clyde members are clear that we must ensure that the impacts of climate change do not fall disproportionately on the most vulnerable in our region, and that activities to adapt seek to reduce existing inequalities and vulnerabilities. Signing up to the Race for Resilience initiative will provide a signal of a shift in societal priorities to build resilience amongst the most vulnerable and drive a deeper shared understanding of who is most vulnerable to climate change.

At the same time, economic prosperity is fundamentally linked to a safe future climate. Joining the TCFD initiative is the start of an ongoing process of providing signals and actionable information to the wider market, to price climate risk accordingly and ensure the financial system supports climate resilience.

Supporting and enabling mechanisms

- **Data and evidence** – needed to help inform and target our work towards the most vulnerable, as well as to identify those businesses
- **Existing private sector and community governance mechanisms** – which may be a helpful starting point for considering how to embed considerations of climate risk and adaptation
- **TCFD Regulation** – the requirement for all businesses with 200 employees or more to consider their transition and climate risks from 2025.

Supports delivery of the following Adaptation Strategy interventions **1 2 4 5 11**

Key partners

UK Government, UNFCCC, Clydeplan, SEPA, Dynamic Coast, 4 Earth Intelligence, CBI, Chambers of Commerce, Community Planning Partnerships, Glasgow City Region, large corporates in scope of TCFD reporting.

3.3 Making it happen

Glasgow City Region's first regional Adaptation Strategy and Action Plan is a bold and ambitious statement of the different future we want, to ensure the City Region flourishes in its future climate. Its intention is to be a catalyst; a call to action for all organizations, communities and businesses with a stake in Glasgow City Region to step forward and step up as is required. Action to deliver the Strategy is urgent and demands rapid progress. To support Strategy delivery, the initiative is setting stretch targets, structuring itself to enable delivery by others and working with others to unlock the investment required.

Stretch targets

It is not possible to condense the ambition above of flourishing in its future climate into a set of straightforward indicators which can be achieved, since the baseline level of climate will continue to change. However, we have identified stretching targets to help ensure the Action Plan stays true to the intention of supporting the most vulnerable, as well as overcoming the financial and inclusion barriers to achieving the Strategy's interventions. These targets are that by 2025, we will have:



Increased the resilience of over 140,000 of the region's most vulnerable people to the impact of climate change



Closed the region's adaptation finance gap of £184 m. a year



Involved 125 new organizations, community groups and businesses supporting Glasgow City Region to adapt

Achieving these targets do not mean that in and of itself the region will be flourishing in its future climate, but they will be markers of significant progress to making it happen in a fair and equitable way. The targets have been calculated based on an assessment of the baseline picture in Glasgow City Region of those most vulnerable and the adaptation gap.

The target of supporting the most vulnerable 140,000 in the region is aligned to the U.N.'s Race to Resilience campaign, which will build the resilience of four billion of the world's most vulnerable people to the impacts of climate change. In Glasgow City Region, 140,000 people are in the top 20% of the SIMD and live in areas that may experience either heat hazards or flood risk. Further detail on these, as well as the adaptation finance gap, and the methods used to calculate them, are included in the technical annexes.

Enabling delivery

Unlike other regions in Europe, Glasgow City Region has no clear mandated responsibility for delivering on adaptation. To support its implementation, Climate Ready Clyde's Board and our member organizations will therefore take the lead, supporting and enabling communities, businesses and institutions to play a role in delivering the Strategy by:

- 1. Fostering an ambitious, adaptive culture, celebrating and monitoring progress.** The success of the Strategy hinges on continuing to nurture an inclusive approach to adaptation, where there is real buy-in and understanding of the need to adapt and its rewards, supported by self-organizing, distributed governance and accountability. As such, the Climate Ready Clyde Board will continue to foster and grow this culture, creating regular opportunities to showcase and celebrate collective success and to share learning, including through our annual report. At the same time, it will be important to monitor progress towards transforming the region and reducing climate risks and realizing opportunities. This will be done through a two yearly independent assessment of progress, as well as a strategic review and refresh of our Theory of Change (including whether the conditions for change are being met), and update of the Risk and Opportunity Assessment every five years following on from the UK Climate Change Risk Assessment.
- 2. Coordinating and activating institutions, communities and business.** The Secretariat will continue to join up activity across the region and beyond, as well as involving new 'keystone' actors – those who are significant in the region's systems, and whose involvement and action can create significant change. Climate Ready Clyde will shortly launch details of how organizations can showcase their activity to support delivery of the Strategy and its interventions, and the support, engagement and recognition they can receive for doing so.
- 3. Delivering innovation.** Working with others, Climate Ready Clyde will continue to pilot and deliver new innovations which support adaptation planning, financing and implementation, particularly where there is not an impetus for one organization to pursue this individually. The idea will be that over time these innovations will be adopted by those in Glasgow City Region to accelerate progress.
- 4. Enabling and equipping action.** Climate Ready Clyde will continue to undertake functions such as training, capacity building, evidence development and technical support to build the region's adaptation capabilities, enabling others take action to adapt to climate change.

Through these processes, the Climate Ready Clyde Secretariat will seek to create an ambition loop on the region's adaptation action, like that used in the Paris Agreement itself. Strong public sector action and commitments, demonstrated here, should provide market signals, in turn driving action by the private sector. Together, these actions should open space for communities to play a stronger role, through direct involvement but also wider pressure on government at all levels for faster action. Our model is shown below:

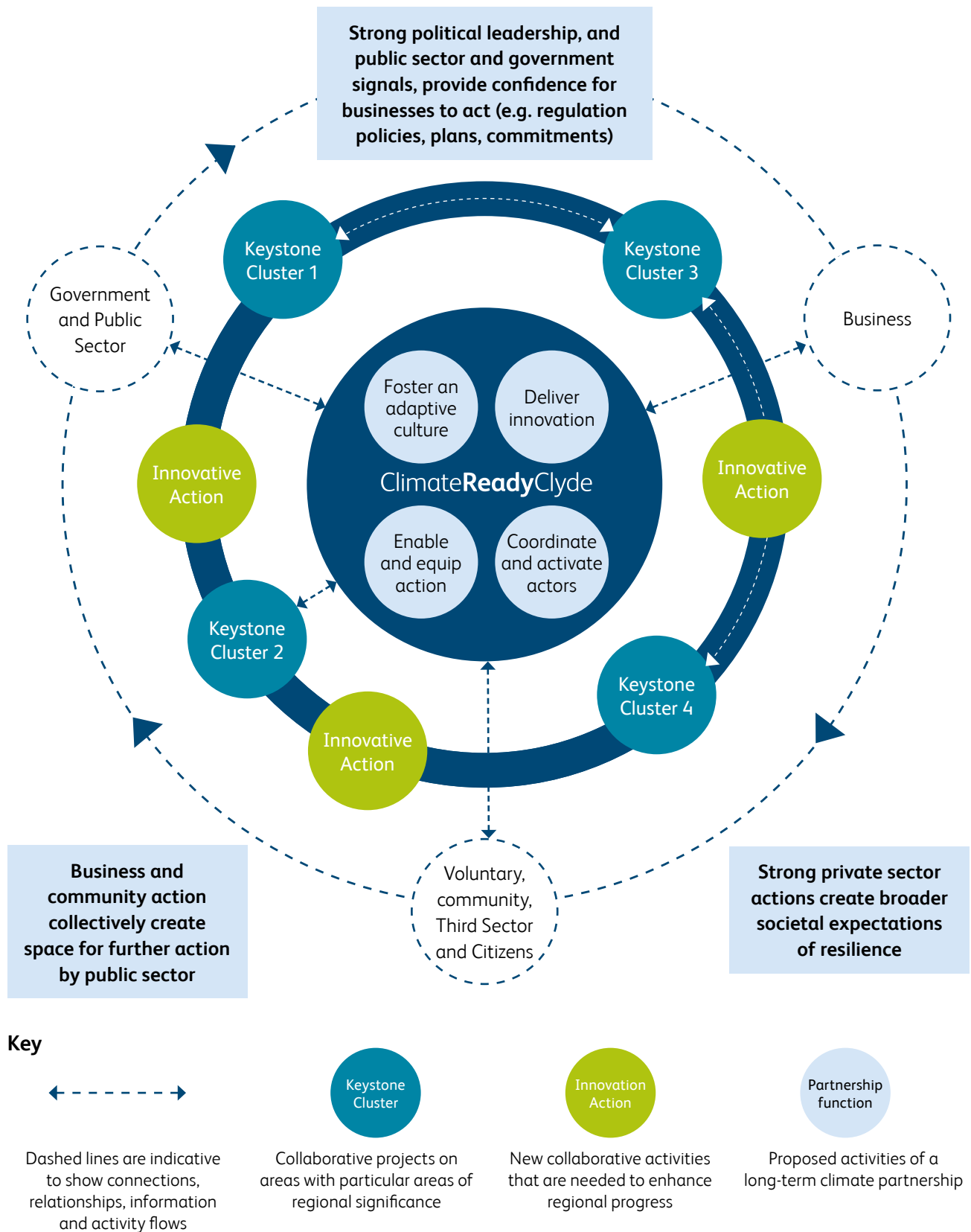


Fig.25. Glasgow City Region adaptation ambition loop.

Funding and financing

The overall case for taking action to address the future risks – and economic costs – of climate change in the region is strong. In preparing the Strategy, the Resilient Regions: Clyde Rebuilt project team assessed the economic case for action across the 11 intervention areas. Each individual intervention has a positive economic case, and together as a portfolio, they are estimated to deliver very large net economic benefits.

Intervention	Economic case
1. Reform and reshape governance mechanisms so they respond to adaptation needs, nurture new leadership and create expectations in society	Good (enabling activity)
2. Develop the ability of organizations, businesses and communities to adapt	Good (enabling activity)
3. Increase adaptation finance through leverage and innovation	Very strong
4. Enable and equip communities to participate in adaptation, focusing on the most vulnerable	Strong
5. Embed reflection, monitoring, evaluation and learning into adaptation action	Good (enabling activity)
6. Adapt the Clyde corridor for the twenty-second century	Strong
7. Enhance early warning and preparedness for floods and heatwaves	Very Strong
8. Ensure everyone's homes, offices, buildings and infrastructure are climate resilient	Strong
9. Deliver nature-based solutions for resilient, blue-green ecosystems, landscapes and neighbourhoods	Strong
10. Enhance regional decision-making and establish Glasgow City Region as a global research and knowledge adaptation hub	Good (enabling activity)
11. Begin the transition to an economy resilient to future climate impacts	Good (enabling activity)
Overall Adaptation Strategy	Strong

However, delivering them will require finance. Successfully unlocking the finance for Glasgow City Region's Adaptation Strategy, Action Plan and Innovation Portfolio, and thus bridging the adaptation finance gap, will require three strategies, working in partnership with local, national and UK actors.

- 1. Increasing public investment and creating the conditions for adaptation.** There are some adaptation activities and investments that require (and justify) public intervention, because of market failures or because they involve investments where there is limited private sector interest. In these cases, public investment can support core adaptation. However, there are also opportunities to use public funds to create the enabling environment for actions by the private sector and others.
- 2. Encouraging public organizations operating in Glasgow City Region to move towards a more commercial mindset.** There are opportunities to use public funds or assets to support public-private sector partnerships or unlock investment from the private sector for adaptation. These opportunities could be very significant.

3. Developing innovation for adaptation. There are emerging opportunities for adaptation and these can be developed through a cycle of innovation. There is a role to demonstrate new approaches working with new combinations of actors. This can be developed through partnerships including local research institutions and national and European research funders, local, Scottish and UK government, and the private sector. This would also position Glasgow City Region as an innovation hub for the emerging adaptation economy and subsequent opportunities.

A summary of a first order mapping of the interventions in this Adaptation Strategy to existing public sector finance – grants/debt/equity/tax to raise debt – is shown in Figure 26 below. Most of the 11 interventions will need some degree of public funding for their implementation. At the same time, the types of public funds and financing can be broadening significantly, to move away from simple grants, to multi-year, larger scale debt financing, equity financing and user charges. Furthermore, given likely constraints to public funds, available grant based public funds can be targeted towards essential public good and services without commercial opportunities, but also to interventions that can lever in new private sector investments. Such actions can create further economic opportunities and help drive green job creation.

Intervention	1	2	3	4	5	6	7	8	9	10	11
Sources of public finance – financing instrument used											
Grants											
Debt											
Equity											
Tax to raise debt (including user charges)											

Fig.26. Financing instruments for public finance mapped to the Adaptation Strategy interventions.

To deliver on the scale and urgency of finance needed for transformational adaptation in Glasgow City Region, a structure that integrates available sources of finance with new and innovative finance structures is proposed, i.e. towards transformative finance. This focuses on blended finance and new financial instruments for adaptation, using a more systems-based approach, to drive progressive adaptation interventions.

Doing this requires the private, public and third sectors to design a process for mobilizing public and private resources for innovation, making a broader range of financing instruments and models accessible, as well as developing long-term transformative financing solutions that are aligned to the different interests and requirements of the public and private sectors.

To help this, a typology of financing types has been developed for adaptation in Glasgow City Region. The approach recognizes that resource mobilization is needed to finance both incremental and transformational adaptation, using both conventional and transformative adaptation financing approaches. This is shown in the matrix below. All four areas are needed, for example, there is some conventional finance (left hand column) that will be needed for core adaptation actions, and this type of funding can also help test innovative actions, or scale up. However, new financing approaches (right hand column), using transformative finance, will also be needed.

		Type of Finance	
		Conventional finance	Transformative finance
Type of Adaptation	Incremental adaptation	Public sector funds using grants, i.e. business as usual	New instruments or financing models to scale up adapttton
	Transformational adaptation	Public sector funds for new innovative adaptation or delivering at scale	New instruments/financing models for innovative and systemic adaptation

Fig.27. The Adaptation Finance Matrix (typology).

In addition, a larger ecosystem of social network actors was mapped for finance in Glasgow City Region. draws out the potential interaction between public, private and third sector actors to finance adaptation – see Figure 28. The closer the actor to the centre, the greater their role in adaptation finance and the more likely ease of finance. This map is useful to understand which actors already play a strong role in financing adaptation and which ones need to be provided with incentives and enabling environments to encourage their participation. This could be an effective way to tease out combined mitigation-adaptation approaches to finance climate action or blending finance.

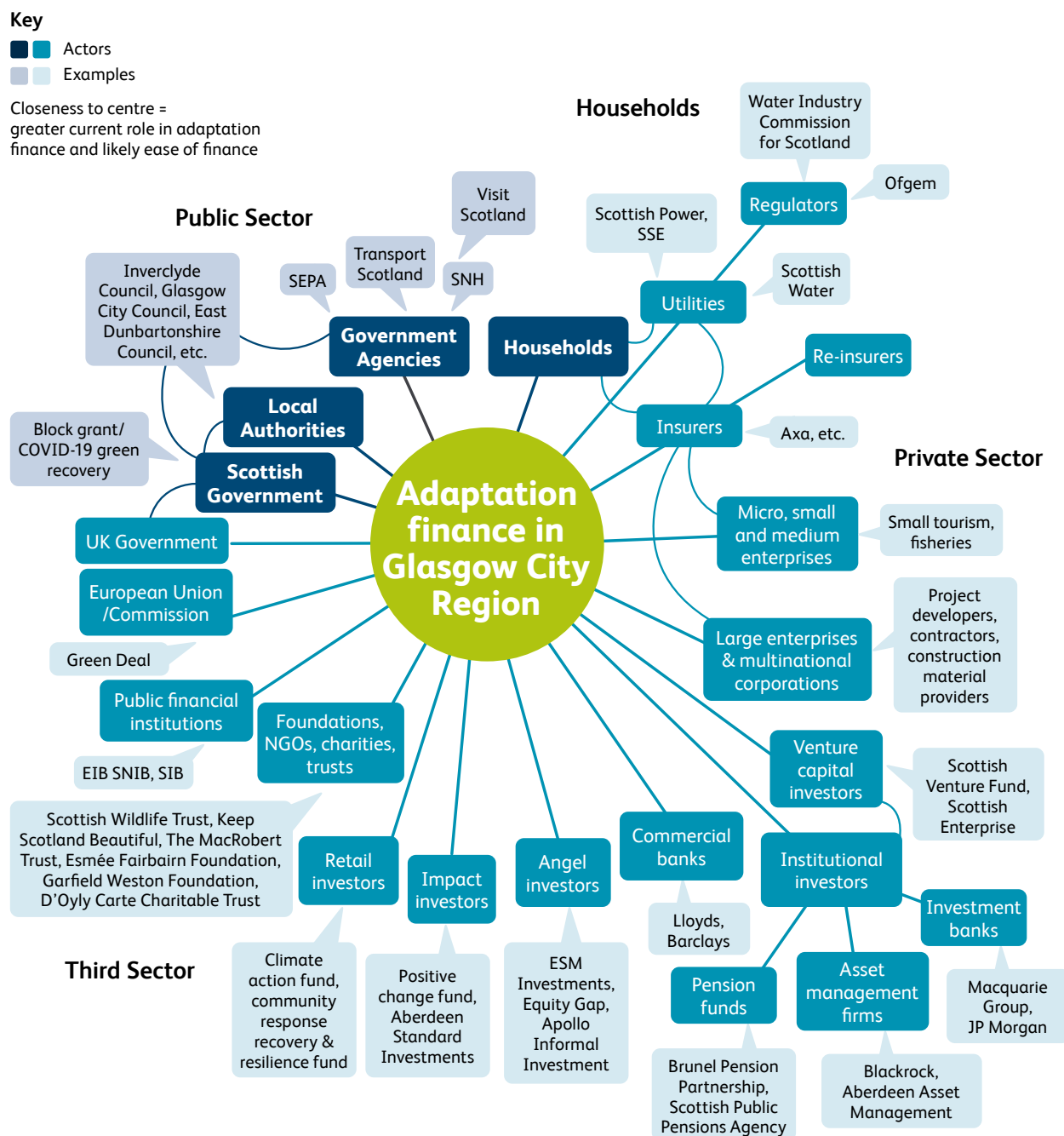


Fig.28. Adaptation Finance Social Network Map for Glasgow City Region.

More detail of the approach to finance adaptation can be found in the technical annexes.

3.4 Get involved

There are a number of ways you can become involved in helping deliver the Strategy and Action Plan:

- Help us deliver the action plan. We need people to pledge time and resources to help deliver the Strategy. Email us at climatereadyclyde@sniffer.org.uk telling us which areas of the Strategy or Actions you'd be interested in helping us deliver and we will arrange to speak to you.
- Take action to adapt. Think about what needs to be done in the Strategy and then come up with actions that help us achieve it together. The Adaptation Scotland website (www.adaptationscotland.org.uk) has lots of great resources for businesses, community groups and public sector organizations to take action. And don't forget to...
- Tell us what you are already doing. We are keen to hear and showcase what people are doing already – why not send us a tweet or a message?

Further information

For further information on the background to this Strategy, please visit the Climate Ready Clyde website at: www.climatereadyclyde.org.uk

For further information on anything contained in this Strategy, please contact the Climate Ready Clyde Secretariat using the following email address: climatereadyclyde@sniffer.org.uk

You can also get in touch with us and follow for regular updates on Twitter and LinkedIn.

Part 4: Glossary

Adaptation

Climate change adaptation comprises all the actions and solutions that a country, a region, a city, or a community can develop and implement to build more resilient societies and economies, to respond to the impacts of climate change that are already happening or are expected. It is a series of changes in processes, practices and structures that aim to moderate the potential damages brought by climate change. The solutions for climate adaptation vary from one context to another, they can range from building flood defences, setting up early warning systems for cyclones to redesigning communication systems, business operations and government policies. The impacts of climate change are felt globally, and without drastic action now, adapting to these impacts in the future will be more difficult and costly. To be successful, climate adaptation strategies must be developed together with national, regional and international organizations, but also with the private sectors, civil society and the population.

Climate change

Climate change is the global phenomenon of the long-term shift in global and regional climate patterns (as opposed to weather patterns, which can change from day to day). The earth's average temperature is about 15°C. Scientists say that temperatures are rising faster than previous natural fluctuations due to the greenhouse gas effect. There is a scientific consensus that climate change is caused by human activities, especially by burning fossil fuels, which add heat-trapping gases to the atmosphere of the earth. This contributes to increased temperature (also known as global warming), but also leads to sea-level rise, ocean warming and acidification, loss of ice mass in mountain glaciers worldwide, extreme weather events (including extended periods of drought, severe storms, and wildfire), and biodiversity loss.

In Glasgow City Region, climate change will cause more frequent and intense flooding, heatwaves and coastal erosion. Sea levels in the mouth of the River Clyde are forecast to rise by nearly half a metre by the 2080s while winter rainfall could increase by 50% by the 2080s. The increase in total rainfall and heavy downpours are already causing more frequent flooding episodes which disrupt the infrastructure and day-to-day services that the population relies on. Vital roads, bridges, rail lines and public buildings in the Glasgow area are at significant risk as extreme weather events like storms, flooding and heatwaves are becoming more frequent. The Royal Alexandra teaching hospital in Paisley for example is at high risk of surface water flooding. This will not only cause economic damage but will also deepen social inequality as climate change has a compounding effect on the health, financial stability and well-being of the most vulnerable population, who are less able to cope with such risks.

Climate Ready

Being climate ready means finding out about the likely effects climate change will have on your property, lifestyle, community and general circumstances, and making a plan to manage the risks.

Climate resilience

As we work to limit our emissions of greenhouse gases and avert the worst potential impacts of climate change, we must become more resilient, as some of these impacts are unavoidable. Climate resilience is the outcome of the ability to properly anticipate, to prepare for and to respond to hazardous climate events, as well as climate threats and vulnerabilities. Improving climate resilience involves understanding how climate change will create new climate-related risks and taking steps to better cope with these risks.

EIT Climate-KIC

EIT Climate-KIC is the EU's climate innovation agency, working to accelerate the transition to a zero-carbon and resilient world by enabling systems transformation. Headquartered in Amsterdam, it operates from 13 hubs across Europe and is active in 39 countries. EIT Climate-KIC was established in 2010 and is predominately funded by the European Institute of Innovation and Technology (EIT), a body of the European Union.

As a Knowledge and Innovation Community (KIC), it brings together more than 400 partners from business, academia, the public and non-profit sectors to create networks of expertise, through which innovative products, services and systems are developed, brought to market and scaled up for impact.

Fossil fuels

Coal, oil and natural gas are examples of fossil fuels that were created by decomposing animals and plants in the earth's crust. Fossil fuels are a non-renewable resource that take millions of years to create; our supply of fossil fuels will eventually run out. The burning of fossil fuels is the main contributor to global warming as they release carbon dioxide into the atmosphere, increasing the greenhouse gas effect.

Greenhouse gases

Greenhouse gases are gases in the earth's atmosphere that trap heat from the sun. Greenhouse gases include carbon dioxide, water vapour, ozone, nitrogen dioxide and methane.

Greenhouse gas effect

The greenhouse gas effect is when the gases in the earth's atmosphere trap the sun's heat, making the earth warmer. Human activities are changing earth's natural greenhouse gas effect by burning fossil fuels. Too many greenhouse gases in the earth's atmosphere trap in more and more heat from the sun, increasing the earth's temperature.

Incremental adaptation

Adaptation that maintains the essence and integrity of a system or process at a given scale. In some cases, incremental adaptation can accrue to result in transformational adaptation.

Mitigation

Climate change mitigation strategies regroup all the efforts to reduce or prevent the emission of greenhouse gases (which leads to more climate change). Some of the ways to limit future emissions are the use of new technologies and renewable energies (including wind and solar power), to make older equipment more energy efficient and to change management practices or consumer behaviour.

Net-zero emissions

Net-zero emission means that all man-made greenhouse gas emissions must be removed from the atmosphere through reduction measures, thus restoring the earth's natural greenhouse gas balance. To meet a goal of net-zero, any new greenhouse gas emissions that are produced must be as low as possible. And those produced emissions must be offset by a process that reduces greenhouses gases in the atmosphere (such as planting trees or capturing carbon dioxide).

Paris Agreement

The Paris Agreement is a global effort to respond to the threat of climate change. Signed by 195 countries in 2015 with the aim 'to keep the increase in global mean surface temperature to well below 2°C, and to limit the increase to 1.5°C, since this would significantly reduce the risks and impacts of climate change'.

Scotland net-zero emissions

Scotland set a target date for net-zero emissions of all greenhouse gasses by 2045 in the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019.

Systemic change

A system is a set of connected things that operate together. The world is made up of systems. There are a multitude of connections and interactions between many different components of these systems, which means a change in one system can have great consequences in others. Climate change operates in so many complex systems that it calls for a significant difference in how we design and take actions. This is why we need systemic change, and to implement changes simultaneously in multiple components of a system to reach all or most parts of a system.

Systems innovation with EIT Climate-KIC

EIT Climate-KIC has a way of working that is collaborative, mission-led and focused on creating a connected set (or portfolio) of interventions or actions with the aim to unlock change at scale. We call this systems innovation. The aim of these method and toolkits is to support 'challenge owners' like Clyde Rebuilt in their efforts to tackle climate change by transforming whole systems. With systems innovation, a set of integrated and coordinated interventions happen simultaneously in the economic, political and social systems and along whole value chains.

TCFD

The Task Force on Climate-Related Financial Disclosures (TCFD) was created in 2015 by the Financial Stability Board (FSB) to develop consistent climate-related financial risk disclosures for use by companies, banks and investors in providing information to stakeholders.

Transformational adaptation

Adaptation that changes the fundamental attributes of a socio-ecological system in anticipation of climate change and its impacts.

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The views expressed in this publication are the sole responsibility of the author(s) and do not necessarily reflect the views of Climate-KIC or the European Union. The European Community is not liable for any use made of this information.

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Glasgow City Region – City Deal Cabinet Joint Committee

Annual Audit Plan 2020/21



 AUDIT SCOTLAND

Prepared for Glasgow City Region – City Deal Cabinet Joint Committee

April 2021

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Risks and planned work

1. This annual audit plan contains an overview of the planned scope and timing of our audit which is carried out in accordance with International Standards on Auditing (ISAs), the [Code of Audit Practice](#), and guidance on planning the audit. This plan sets out the work necessary to allow us to provide an independent auditor's report on the annual accounts and meet the wider scope requirements of public sector audit.

2. The wider scope of public audit contributes to assessments and conclusions on financial management, financial sustainability, governance and transparency and value for money.

3. The public health crisis caused by the coronavirus disease 2019 (COVID-19) pandemic has had a significant and profound effect on every aspect of Scottish society. Public services have been drastically affected, requiring immediate changes to the way they are provided. The impact on public finances has been unprecedented, which has necessitated both the Scottish and UK governments providing substantial additional funding for public services as well as support for individuals, businesses and the economy. It is likely that further financial measures will be needed and that the effects will be felt well into the future.

4. Public audit has an important contribution to the recovery and renewal of public services. The Auditor General, the Accounts Commission and Audit Scotland are responding to the risks to public services and finances from COVID-19 across the full range of audit work including annual audits and the programme of performance audits. Audit Scotland views 2020/21 as a transitional year, leading in future to audit timetables which were possible before COVID-19. The well-being of audit teams and the delivery of high-quality audits remain paramount. Maintaining a pragmatic and flexible approach will enable change at short notice as new issues emerge, or current risks change in significance. Where this impacts on annual audits, an addendum to this annual audit plan may be necessary.

Adding value


5. We aim to add value to the Glasgow City Region – City Deal Cabinet Joint Committee (the Cabinet) through our external audit work by being constructive and forward looking, by identifying areas for improvement and by recommending and encouraging good practice. In so doing, we intend to help the Cabinet promote improved standards of governance, better management and decision making and more effective use of resources.

Audit risks

6. Based on our discussions with staff, attendance at committee meetings and a review of supporting information we have identified the following significant risk for the Cabinet. This is a financial statements risk. The specific audit testing is detailed in [Exhibit 1](#).

Exhibit 1

2020/21 Significant audit risks

 Audit Risk	Source of assurance	Planned audit work
Financial statements risks		
1 Risk of material misstatement due to fraud caused by the management override of controls International Auditing Standards require that audits are planned to consider the risk of material misstatement in the financial statements caused by fraud, which is presumed to be a significant risk in any audit. This includes the risk of fraud due to the management override of controls.	Owing to the nature of this risk, assurances from management are not applicable in this instance.	<ul style="list-style-type: none"> • Review of the appropriateness of journal entries and other adjustments recorded in the general ledger and financial statements • Evaluate significant transactions that are outside the normal course of business • Review accounting estimates if reported in the accounts.

Source: Audit Scotland

7. As set out in ISA(UK) 240, there is a presumed risk of fraud in the recognition of income. There is a risk that income may be misstated resulting in a material misstatement in the financial statements. We have rebutted this presumed risk in 2020/21 because the Cabinet receives its income by way of member contributions. The simplicity of these transactions limits the opportunity for manipulation.

8. In line with Practice Note 10, as most public-sector bodies are net expenditure bodies, the risk of fraud is more likely to occur in expenditure. We have rebutted the risk of material misstatement caused by fraud in expenditure in 2020/21 because the majority of the Cabinet's expenditure relates to employee costs. The controls in place around the payroll system limit the opportunity for manipulation.

Reporting arrangements

9. Audit reporting is the visible output for the annual audit. All annual audit plans and the outputs as detailed in [Exhibit 2](#), and any other outputs on matters of public interest will be published on our website: www.audit-scotland.gov.uk.

10. Matters arising from our audit will be reported on a timely basis and will include agreed action plans. Draft management reports will be issued to the relevant officer(s) to confirm factual accuracy.

11. We will provide an independent auditor's report to the Cabinet and the Accounts Commission setting out our opinions on the annual accounts. We will provide the Cabinet and the Accounts Commission with an annual report on the audit containing observations and recommendations on significant matters which have arisen during the audit.

Exhibit 2

2020/21 Audit outputs

Audit Output	Target date	Committee Date
Annual Audit Plan	30 April 2021	01 June 2021
Independent Auditor's Report	30 November 2021	TBC
Annual Audit Report	30 November 2021	TBC

Source: Audit Scotland

12. The statutory deadline for certifying the annual accounts has been pushed back to the 30 November 2021. There is still considerable uncertainty around the impact of Covid-19 and therefore, our approach when necessary will be flexible. Whilst we will do our best to achieve the statutory deadlines, we are unable to make any definitive commitments to meeting them at this early stage of the audit. We will continue our ongoing and regular dialogue with finance staff to ensure they, and we, remain signed on these challenges.

Audit fee

13. The proposed audit fee for the 2020/21 audit of the Cabinet is £8,600 (2019/20: £8,410). In determining the audit fee we have taken account of the risk exposure of the Cabinet, the planned management assurances in place and the level of reliance we plan to take from the work of internal audit. Our audit approach assumes receipt of the unaudited annual accounts, with a complete working papers package by 30 June 2021.

14. Where our audit cannot proceed as planned through, for example, late receipt of unaudited annual accounts or being unable to take planned reliance from the work of internal audit, a supplementary fee may be levied. An additional fee may also be required in relation to any work or other significant exercises out with our planned audit activity.

Responsibilities

Joint Committee and Executive Director of Finance

15. Audited bodies have the primary responsibility for ensuring the proper financial stewardship of public funds, compliance with relevant legislation and establishing effective arrangements for governance, propriety and regularity that enable them to successfully deliver their objectives.

16. The audit of the annual accounts does not relieve management or the Joint Committee, as those charged with governance, of their responsibilities.

Appointed auditor

17. Our responsibilities as independent auditors are established by the 1973 Act for local government, and the Code of Audit Practice (including supplementary guidance) and guided by the Financial Reporting Council's Ethical Standard.

18. Auditors in the public sector give an independent opinion on the financial statements and other information within the annual. We also review and report on the arrangements within the audited body to manage its performance and use of resources. In doing this, we aim to support improvement and accountability.

Audit scope and timing

Annual accounts

19. The annual accounts, which include the financial statements, will be the foundation and source for most of the audit work necessary to support our judgements and conclusions. We also consider the wider environment and challenges facing the public sector. Our audit approach includes:

- understanding the business of Glasgow City Region – City Deal Cabinet Joint Committee and the associated risks which could impact on the financial statements
- identifying major transaction streams, balances and areas of estimation and understanding how the Cabinet will include these in the financial statements
- assessing the risks of material misstatement in the financial statements
- determining the nature, timing and extent of audit procedures necessary to provide us with sufficient audit evidence as to whether the financial statements are free of material misstatement.

20. We will give an opinion on whether the financial statements:

- give a true and fair view in accordance with applicable law and the 2020/21 Code, of the state of affairs of the Cabinet as at 31 March 2021 and of its income and expenditure for the year then ended
- have been properly prepared in accordance with the IFRSs as adopted by the European Union, as interpreted and adapted by the 2020/21 Code
- have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, the Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003.



Statutory other information in the annual accounts

21. We also review and report on statutory other information published within the annual accounts including the management commentary and annual governance statement. We give an opinion on whether these have been compiled in accordance with the appropriate regulations and frameworks in our independent auditor's report.

22. We also review the content of the annual report for consistency with the financial statements and with our knowledge. We report any uncorrected material misstatements in statutory other information.

Materiality

23. We apply the concept of materiality in planning and performing the audit. It is used in evaluating the effect of identified misstatements on the audit, and of any uncorrected misstatements, on the financial statements and in forming our opinions in the independent auditor's report.

24. We calculate materiality at different levels as described below. The calculated materiality values for the Cabinet are set out in [Exhibit 3](#).

Exhibit 3

Materiality values

Materiality	Amount
Planning materiality – This is the figure we calculate to assess the overall impact of audit adjustments on the financial statements. It has been set at 2% of gross expenditure for the year ended 31 March 2020 based on the latest audited accounts.	£27,500
Performance materiality – This acts as a trigger point. If the aggregate of errors identified during the financial statements audit exceeds performance materiality this would indicate that further audit procedures should be considered. Using our professional judgement, we have calculated performance materiality at 75% of planning materiality.	£20,600
Reporting threshold (i.e., clearly trivial) – We are required to report to those charged with governance on all unadjusted misstatements more than the 'reporting threshold' amount. This has been calculated at 5% of planning materiality.	£1,400

Source: Audit Scotland

Internal audit

25. Internal audit is provided by the internal auditors of Glasgow City Council. As part of our planning process we carry out an annual assessment of the internal audit function to ensure that it operates in accordance with the main requirements of the Public Sector Internal Audit Standards (PSIAS). ISA (UK)610 requires an assessment on whether the work of the internal audit function can be used for the purposes of external audit. This includes:

- the extent to which the internal audit function's organisational status and relevant policies and procedures support the objectivity of the internal auditors
- the level of competence of the internal audit function
- whether the internal audit function applies a systematic and disciplined approach, including quality control.

26. We will report any significant findings to management on a timely basis.

Audit dimensions

27. Our standard audits are based on four audit dimensions that frame the wider scope of public sector audit requirements. These are: financial sustainability, financial management, governance and accountability and value for money.

28. The Code of Audit Practice includes provisions relating to the audit of small bodies. Where the application of the full wider audit scope is judged by auditors not to be appropriate to an audited body then the annual audit work can focus on the appropriateness of the disclosures in the governance statement and the financial sustainability of the body and its services. In the light of the volume and lack of complexity of the financial transactions, we plan to apply the small body provisions of the Code to the 2020/21 audit of the Cabinet.

29. We will therefore undertake annual audit work on the wider scope that enables conclusions to be reached on:

- the appropriateness of the disclosures in the annual governance statement

- the financial sustainability of the Cabinet and the services it delivers over the medium to long term.

30. We will review the annual governance statement and assess the financial sustainability of the Cabinet as part of our financial statements audit. Conclusions on these matters will be reported accordingly in our Annual Audit Report.

31. As part of our work this year, we will broaden our consideration of these matters in light of the impact of the COVID-19 pandemic.

Independence and objectivity

32. Auditors appointed by the Accounts Commission or Auditor General must comply with the Code of Audit Practice and relevant supporting guidance. When auditing the financial statements auditors must also comply with professional standards issued by the Financial Reporting Council and those of the professional accountancy bodies. These standards impose stringent rules to ensure the independence and objectivity of auditors. Audit Scotland has robust arrangements in place to ensure compliance with these standards including an annual “fit and proper” declaration for all members of staff. The arrangements are overseen by the Director of Audit Services, who serves as Audit Scotland’s Ethics Partner.

33. The engagement lead (i.e. appointed auditor) for the Cabinet is Stephen O’Hagan, Senior Audit Manager. Auditing and ethical standards require the appointed auditor to communicate any relationships that may affect the independence and objectivity of audit staff. We are not aware of any such relationships pertaining to the audit of the Cabinet.

Quality control

34. International Standard on Quality Control 1 (ISQC1) requires that a system of quality control is established, as part of financial audit procedures, to provide reasonable assurance that professional standards and regulatory and legal requirements are being complied with and that the independent auditor’s report or opinion is appropriate in the circumstances.

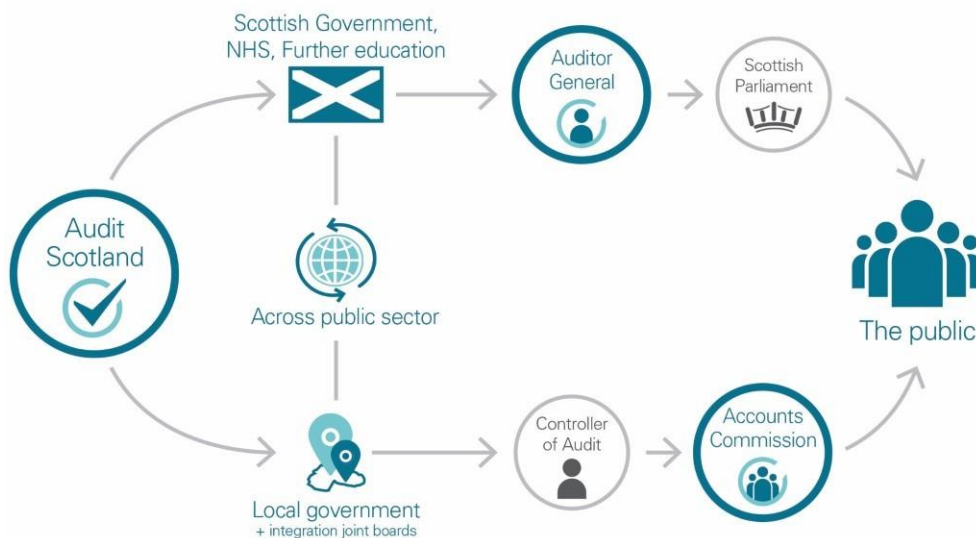
35. The foundation of our quality framework is our Audit Guide, which incorporates the application of professional auditing, quality and ethical standards and the Code of Audit Practice (and supporting guidance) issued by Audit Scotland and approved by the Auditor General for Scotland. To ensure that we achieve the required quality standards Audit Scotland conducts peer reviews and internal quality reviews. Additionally, the Institute of Chartered Accountants of Scotland (ICAS) have been commissioned to carry out external quality reviews.

36. As part of our commitment to quality and continuous improvement, Audit Scotland will periodically seek your views on the quality of our service provision. We welcome feedback at any time and this may be directed to the engagement lead.

Appendix 1: Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- The Auditor General is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The Accounts Commission is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.
- Audit Scotland is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non-executive board chair, and two non-executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.



About us

Our vision is to be a world-class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

Glasgow City Region – City Deal Cabinet Joint Committee

Annual Audit Plan 2020/21

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WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer - Resources

Council: 23 June 2021

Subject: Voluntary Grants – Use of 2020/21 Underspend

1. Purpose of Report

- 1.1** The purpose of this report is to provide Members with an update of the planned approach to distributing unspent voluntary sector grants following a decision of Corporate Services Committee on 19 May 2021

2. Recommendations

- 2.1** Council is asked to note the planned approach by West Dunbartonshire Community and Voluntary Service (WDCVS) to administer and distribute the funds available during 2021/22.

3. Background

- 3.1** At the Corporate Services Committee on 19 May 2021 a report was considered in relation to the annual position on the use of grants in 2020/21. At the meeting a motion was agreed regarding the use of £100,289 of funds that were unallocated by WDCVS in 2020/21 mainly as a result of the impact of COVID-19 on the use of funds normally distributed to assist voluntary groups access transport. The agreed motion stated:

“Committee notes the significant reduction in uptake of voluntary grants in 2020/21. We also recognise that this will have exacerbated social exclusion and loneliness. Accordingly, Committee recommends that the underspends are regarded as priority, additional funding in 2021/22 to promote community activity and social events. For example, summer and Christmas events. Committee asks for a report to come to a future meeting detailing this activity.”

- 3.2** Following the agreement of the above motion officers have engaged with WDCVS in order to establish an approach to meet the aims of the motion.

4. Main Issues

- 4.1** WDCVS has agreed to administer the distribution of the funds in line with the aims defined within the motion.
- 4.2** The approach identified by WDCVS is as follows:

Branding: Communities Matters Fund

Fund use/aims:

- Reduce social isolation experienced in communities and exacerbated during the pandemic period;
- Encourage and support group members to return to activities (as levels allow); and
- Celebrate the achievement of a community.

Dates: Open 1st July - close 1st October as funds allow. Fund would be administered on a first come basis. With application available either online via WDCVS website or a paper option for those unable to access online.

Publicising approach: WDCVS will promote via their social media channel, weekly e-bulletin and telephone contacts (call or text) for groups they have on their database and for whom they do not have an electronic contact.

Criteria:

- open to community and third sector organisations with an annual turnover less than £250,000;
- minimum award of £500 with a maximum award of £3,000 per application;
- the funded activity must be completed by the end of Jan 2022;
- applying organisations must be based within West Dunbartonshire;
- applying organisations must be appropriately constituted as would be normal for grant applications;
- any registered charities applying should not be in default with OSCR in relation to annual returns; and
- the funding application must be for a discrete activity with clear delivery timescale and community benefits identified.

If the sum needed for the activity is more than the stated maximum award, groups will require to advise how they will meet the balance.

The community benefit criteria that will be used to assess applications are:

- increase options for community interaction (festivals, gala days, fun days, celebrations, etc.);
- reduce loneliness and isolation;
- support community group re-start activity; and
- support wellbeing programmes and events to help overcome COVID-19 harms.

4.3 Any unsuccessful applicants would be forwarded to the WDCVS funding surgery service to identify alternative and/or additional funds as is normal.

4.4 The use of this funding will be reported to a future Corporate Services Committee as part of the normal voluntary grant reporting process.

5. Option Appraisal

- 5.1** An option was considered to run the administration of this funding distribution internally by Council staff; however it was felt that WDCVS has the expertise in place to run this scheme more effectively and efficiently than Council officers devising a scheme and administering.

6. People Implications

- 6.1** There are no people implications.

7. Financial and Procurement Implications

- 7.1** The unspent funding available for this scheme is £100,289 and is not budgeted for use elsewhere and has been earmarked in the Council's annual accounts for 2020/21 for use in 2021/22 for this purpose. There is therefore no financial impact.
- 7.2** There are no procurement implications arising from this report.

8. Risk Analysis

- 8.1** There are minimal risks in relation to the planned approach in administering this funding scheme, as WDCVS have a proven track record of managing and delivering such processes, however officers will liaise with WDCVS to check on progress at appropriate intervals.

9. Equalities Impact Assessment (EIA)

- 9.1** No issues were identified in a screening for potential equality impact of this report.

10. Environmental Sustainability

- 10.1** No assessment of environmental sustainability was required in relation to this report.

11. Consultation

- 11.1** Legal and Financial Officers have been consulted in preparing this report.

12. Strategic Assessment

- 12.1** The appropriate use of voluntary grants is expected to contribute assist with meaningful engagement with active, empowered and informed citizens who feel safe and engaged.

Stephen West
Chief Officer - Resources
Date: 4 June 2021

Person to Contact: Stephen West, Chief Officer - Resources,
Church Street, Dumbarton,
Email: stephen.west@west-dunbarton.gov.uk

Appendix: None

Background Papers: Report to Corporate Services Committee, 19 May 2021 –
Grant Update Report 2020/21;
Minute of Corporate Services Committee, 19 May 2021; and
Equality Impact Assessment Screening

Wards Affected: All wards

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Regulatory and Regeneration

Council: 23 June 2021

Subject: Council and Committee Timetable – October 2021 to June 2022

1. Purpose

- 1.1** The Council is asked to approve a committee timetable for the period October 2021 to June 2022.

2. Recommendations

- 2.1** It is recommended that the Council:-

- (a) approves the timetable attached as the appendix to the report;
- (b) notes that the Planning Committee will meet bi-monthly, with special meetings being called if required;
- (c) notes that work is underway to introduce hybrid meetings in the autumn;
- (d) agrees that all meetings of Council and Committee meetings be held remotely or in the Civic Space, Church Street, Dumbarton (hybrid) until such times as social distancing requirements are removed. Thereafter, the usual rotation of meetings between Clydebank and Dumbarton will resume.

3. Background

- 3.1** The Council, at its meeting on 25 June 2020, agreed an annual committee timetable covering the period from September 2020 to September 2021.
- 3.2** A new timetable now requires to be approved in order to allow Elected Members and officers to plan Council and constituency business for the year ahead. This timetable will agree meeting dates up until June 2022.
- 3.3** Meetings are currently being held remotely to adhere to the Scottish Government's guidelines on home working and social distancing. However, at its budget meeting in March 2021 the Council agreed to fund the introduction of hybrid Council and committee meetings that will allow a restricted number of Elected Members to meet in person in the Civic Space, Church Street, Dumbarton with the remaining Elected Members joining remotely. It is anticipated that this format will be introduced in the

autumn.

4. Main Issues

- 4.1** The proposed timetable is based on the current governance arrangements that have been in place for the last year. The current programme of meetings has worked satisfactorily and ensured that Council business is dealt with timeously.
- 4.2** It is important that a new timetable of meetings is considered now to allow officers to plan business, arrange pre-agenda meetings and for diary invites to be issued to Elected Members and officers well in advance of meeting dates.

Planning Committee

- 4.3** The Planning Committee previously met on a monthly basis, with the exception of July. However, it has been noted that a number of the monthly meetings have had only one or two items of business submitted for consideration. This is not good use of Members' or officers' time and following discussion with the Planning, Building Services & Environmental Health Manager it is recommended that the Committee meets on a bi-monthly basis with special meetings being called if required.

Appeals Committee

- 4.4** Meetings of the Appeals Committee have been scheduled to meet one Thursday per month with the exception of July and December. In the event that there are no appeals to be heard the scheduled monthly meeting will be cancelled in consultation with the Chair and similarly additional dates may be set if there are a number of appeals to be considered at any one time.

Licensing Board

- 4.5** The Licensing Board agrees its own timetable of meetings therefore the dates shown in the appendix are suggested dates only.

Other issues

- 4.6** It should also be noted that the timetable of meetings of the West Dunbartonshire Health & Social Care Partnership Board and its Audit & Performance Committee; the Joint Consultative Forum; and Community Planning West Dunbartonshire Management Board are determined by each of these bodies and therefore the dates shown in the proposed timetable are suggestions only.

4.7 In accordance with Standing Orders, the date of the Statutory Meeting of Council i.e. the first meeting of the new formed Council following the local government elections in May 2022, will be set by the Chief Executive and therefore the date shown on the attached timetable is provisional.

4.8 It is anticipated that the remainder of the committee timetable for 2022/23 will be presented to the Council meeting scheduled to be held on 22 June 2022.

5 People Implications

5.1 There are no employee issues arising from the recommendations of this report as the Council currently operates a similar timetable. However, if the number of meetings were to increase there would be an increase in the workload of the officers directly involved. Any increase in the number of meetings would also put pressure on the limited resources in Committee Services.

6 Financial Implications

6.1 A programme of meetings based on the frequency similar to last year's timetable will have no financial implications. However, any increase would have an impact on the staffing resources currently available. The continuation of daytime meetings also removes the need for overtime costs for some of the officers who have to attend these meetings.

7 Risk Analysis

7.1 If the Council fails to approve a timetable of meetings at this time then all matters requiring Council/committee decision will need to be submitted to special meetings of Council. Given that a Council meeting would not be a suitable forum to consider regulatory matters such as planning and licensing, it is recommended that Council approves the proposed dates as detailed in the appendix attached, or agrees alternatives.

8 Equalities Impact Assessment (EIA)

8.1 An initial equalities impact screening was carried out on venues for committee meetings. The outcome of that screening was that there would be little or no impact on equalities groups in West Dunbartonshire.

8.2 The introduction of live audio streaming provides that meetings are now accessible to some groups that may not have previously been able to attend.

9 Consultation

9.1 Officers from legal and finance have been consulted on the content of this report.

10 Strategic Assessment

- 10.1** This report does not have a direct impact on the Council's strategic priorities. However, it is essential that the Council's decision making structures are effective therefore enabling the Council to make the necessary decisions and monitor the work of Council departments which will implement the strategic priorities across a range of services.

Peter Hessem
Chief Officer – Regulatory and Regeneration
Date: 8 June 2021

Person to Contact:	Christine McCaffary, Senior Democratic Services Officer, Email - christine.mccaffary@west-dunbarton.gov.uk
Appendix:	Timetable of Meetings of West Dunbartonshire Council and its committees – October 2021 to June 2022
Background Papers:	None
Wards Affected:	All

Council and Committee Timetable October 2021 – June 2022

October 2021

			<u>Venue</u>
Wed 6 th Oct	9.30am	Tendering Committee	TBC
	10am	Planning Committee	TBC
Thurs 21 st Oct	9:30am	Appeals Committee	TBC
Wed 27 th Oct	10am	Licensing Committee	TBC
	2pm	West Dunbartonshire Council	TBC

November 2021

Tues 2 nd Nov	2pm	Licensing Board	TBC
Wed 3 rd Nov	10am	Housing and Communities Committee	TBC
Wed 10 th Nov	9:30am	Tendering Committee	TBC
	10am	Corporate Services Committee	TBC
Wed 17 th Nov	10am	Infrastructure, Regeneration & Economic Development Committee	TBC
	2pm	Audit Committee	TBC
Thurs 18 th Nov	10am	Community Planning West Dunbartonshire Management Board	TBC

Mon 22 nd Nov	10am	Cultural Committee	TBC
Wed 24 th Nov	2pm	West Dunbartonshire Council	TBC
Thurs 25 th Nov	9:30am	Appeals Committee	TBC
	1pm	HSCP Audit and Performance Committee	TBC
	2pm	HSCP Board Committee	TBC

December 2021

Wed 1 st Dec	9:30am	Tendering Committee	TBC
	10am	Licensing Committee	TBC
	2pm	Educational Services Committee	TBC
Thurs 2 nd Dec	2pm	Joint Consultative Forum (provisional)	TBC
Wed 8 th Dec	10am	Licensing Board	TBC
	2pm	Planning Committee	TBC
Wed 22 nd Dec	10am	West Dunbartonshire Council	TBC

January 2022

Wed 12 th Jan	9:30am	Tendering Committee	TBC
Mon 24 th Jan	10am	Cultural Committee	TBC
Thurs 27 th Jan	9:30am	Appeals Committee	TBC

February 2022

Wed 2 nd Feb	10am	Licensing Committee	TBC
	2pm	Housing & Communities Committee	TBC
Thurs 3 rd Feb	10am	Community Planning West Dunbartonshire Management Board	TBC
Wed 9 th Feb	10am	West Dunbartonshire Council	TBC
Tues 15 th Feb	10am	Licensing Board	TBC
Wed 16 th Feb	10am	Planning Committee	TBC
	2pm	Infrastructure, Regeneration & Economic Development Committee	TBC
Thurs 17 th Feb	9:30am	Appeals Committee	TBC
Wed 23 rd Feb	9.30am	Tendering Committee	TBC
	10am	Corporate Services Committee	TBC
Thurs 24 th Feb	1pm	HSCP Audit and Performance Committee	TBC
	2pm	HSCP Board Committee	TBC

March 2022

Wed 2 nd March	10am	Audit Committee	TBC
Wed 9 th March	10am	West Dunbartonshire Council (Budget and Statutory reports)	TBC
Wed 16 th March	9:30am	Tendering Committee	TBC
	10am	Educational Services Committee	TBC
Wed 23 rd March	2pm	West Dunbartonshire Council	TBC
Thurs 24 th March	9:30am	Appeals Committee	TBC
	2pm	HSCP Board Committee	TBC
Mon 28 th March	10am	Cultural Committee	TBC

April 2022

Tues 19 th April	10am	Licensing Board	TBC
Wed 20 th April	9:30am	Tendering Committee	TBC
	10am	Planning Committee	TBC
Wed 27 th April	10am	Licensing Committee	TBC
	2pm	Corporate Services Committee	TBC
Thurs 28 th April	9:30am	Appeals Committee	TBC

May 2022

Thurs 5th May

LOCAL GOVERNMENT ELECTIONS

Wed 25th May

10am

West Dunbartonshire Council (Statutory Meeting) (provisional)

June 2022

Wed 8th June

9:30am

Tendering Committee

TBC

10am

Planning Committee

TBC

2pm

Licensing Committee

TBC

Wed 15th June

10am

Audit Committee

TBC

2 pm

Educational Services Committee

TBC

Wed 22nd June

10am

West Dunbartonshire Council

TBC

Thurs 23rd June

9:30am

Appeals Committee

TBC

1pm

HSCP Audit and Performance Committee

TBC

2pm

HSCP Board Committee

TBC

Exceptions:

- The Licensing Board, as a separate legal entity, sets its own timetable. Any dates shown here for Licensing Board meetings are subject to the Board's decision. Council asks that the Chair of the Board considers raising these proposals with the Clerk to the Board, with a view to presenting the proposals for discussion and decision as soon as practicable.

- The Health and Social Care Partnership Board and its Audit & Performance Committee and the Community Planning West Dunbartonshire Management Board also set their own meeting timetable. The meetings are shown here are suggestions only.

DRAFT