

# **Glasgow City Region City Deal**

## **Programme Status Report**

**Quarterly report for the period:**

**Quarter 4: 1<sup>st</sup> January – 31<sup>st</sup> March 2019**

This is the quarterly programme report covering the period 1<sup>st</sup> January – 31 March 2019 and includes all three streams of the City Deal Programme: Infrastructure, Innovation and Skills and Employment.

## **A RECOMMENDATIONS**

Cabinet is asked to

- a) Note the report.
- b) Approve Infrastructure Change Controls which were submitted for the following projects (details in Section B):
  - Glasgow City Council: Canal and North Gateway change in Timeline (PMO reference 190510\_GCC\_024)
  - Glasgow City Council: Collegelands/Calton Barras change in Timeline (PMO reference 190510\_GCC\_024)
  - Glasgow City Council: City Centre Enabling Infrastructure Public Realm change in Timeline (PMO reference 190510\_GCC\_025)
  - Glasgow City Council: Metropolitan Glasgow Strategic Drainage Partnership change in Timeline (PMO reference 190510\_GCC\_026)
  - Glasgow City Council: Clyde Waterfront & West End Innovation Quarter change in Timeline (PMO reference 190510\_GCC\_026)
  - North Lanarkshire Council: Overall NLC Programme change in Scope, Timeline and finance (PMO reference 190412\_NLC\_CH0015); and
  - North Lanarkshire Council: Motherwell Town Centre Interchange change in timeline and finance (PMO reference 190412\_NLC\_CH0016).

## **B SUMMARY OF PROJECT STATUS IN THE PROGRAMME**

This section sets out those projects currently reporting at Amber or Red and highlights the current status.

### **East Renfrewshire**

**Aurs Road Realignment** Timeline reports at Amber due to Scottish Water delays. Programme has now slipped from Sept 2020 to April 2021.

**Levern Valley Link Timeline** reports at Amber due to further detailed feasibility works.

**Dams to Darnley Visitor Centre** Scope status is kept Amber for this Quarter as ERC need further clarity on Scottish Water's plans for water levels and implications for the Wake Park being located alongside the Visitor Centre. It is also reporting at Amber for Timeline due to the impact of the Aurs Road delay.

### **Glasgow City Council**

GCC has updated their delivery programme (Version 7), which was approved by GCC's City Deal Executive Group on 23rd March 2019. Change Control Notices referenced in recommendations were submitted on 17th May 2019. The changes within the next 12 month period are summarised below. The programme is therefore reporting as Amber until this position is approved by Cabinet. It should be noted that all financial impacts are accounted for within GCC's expenditure profile for 2019/20 onwards.

**Canal and North Gateway** reports at Amber as per below:

**Sighthill Remediation (Contract 2):** reports at Amber on timeline due to the contractor incorporating East remediation works into programme. Completion date to be determined.

**NGIWMS Cowlares Link** Timeline changed to Amber due to change in FBC submission date.

**Sighthill: M8 Pedestrian Bridge** reports at Amber on timeline due to alteration of FBC submission date.

**Collegelands Calton Barras** reports at Amber on Timeline as per below:

**Improving Local Road Infrastructure and Connectivity: Meat Market Roads and Infrastructure** reports at Amber on timeline due to alteration of FBC submission date.

**City Centre Enabling Infrastructure Public Realm** reports at Amber as per below:

**Block A - Argyle Street West** reports at Amber on timeline due to alteration of FBC submission date.

**The Underline (St Georges Cross Cambridge St – Sauchiehall Street** reports at Amber on timeline due to alteration of FBC submission date.

**Metropolitan Glasgow Strategic Drainage Partnership (MGSDP)** reports at Amber as per below:

**Camlachie Burn Channel Improvements:** Scope and Finance are reporting at Amber due to higher than anticipated utility costs and higher than anticipated percentage of excavated material likely to be classified as hazardous waste.

**FBC3: Hillington/Cardonald SWMP Ph. 1, Ph.2 and Ph. 3:** Following the Cabinet approval of the augmented OBC for MGSDP, the delivery of the Hillington/Cardonald SWMP has been split over three phases. The scope of the SWMP has not been altered. FBC3: Hillington/Cardonald SWMP Ph. 1 - Moss Heights/Halfway Community Park, was approved by the CEG on 3 September 2018. A Change Control will be submitted by GCC to reflect the phasing and the anticipated submission dates for the FBCs. The timeline for this component has moved to Amber pending submission of the Change Control.

**South East Glasgow SWMP** reports at Amber on timeline due to change in FBC submission date.

**Garrowhill/Baillieston SWMP:** reports at Amber on timeline due to change in FBC submission date.

**Clyde Waterfront and West End Innovation Quarter** reports at Amber as per below:

**Improving Connectivity between GU and QEUH - Active Travel Route (North)** reports at Amber on timeline due to change in FBC submission date.

**Developing the Economic Role of GU- Byres Road Public Realm** reports at Amber on timeline due to change in FBC submission date.

**Access and Integrity of the Waterfront – Govan Graving Docks** reports at Amber on timeline due to change in FBC submission date.

#### **Inverclyde:**

**Inverkip** reports at Amber on scope (as discussion on design and traffic flows have recommenced and reaching conclusion on a satisfactory solution is taking longer than anticipated), on timeline as the internal approval process within the respective partner organisations have taken much longer than anticipated and on Finance due to cash flow changes. The FBC will now be submitted in May 2019

**Ocean Terminal - Marine Works** reports at Amber on scope as the Marine element and shoreside element has been split in order that the marine works can be delivered ahead of the shoreside works. It also reports at Amber on timeline as a dredging license still needs approval and on finance to cash flow changes.

**Ocean Terminal - Terminal Building** reports at Amber on scope as a parallel design process is ongoing for an enhanced scheme including museum / gallery space as well as restaurant on the upper floor of the footprint, which would be funded by the Dunard Trust and the decision on whether to proceed with this scheme will be taken prior to FBC submission. It also reports at Amber on timeline as FBC will now be submitted in August 2019.

### **North Lanarkshire:**

**NLC Programme** realignment was approved by GCR Cabinet on 9th of April 2019. It has also been documented in Change Control (PMO reference 190412\_NLC\_CH0015) submitted by NLC.

**Motherwell Town Centre Interchange** change in timeline as target FBC approval date revised to January 2020. Construction phase now commencing in Q1 2020.

**Orchard Farm Roundabout** reports at Amber on Timeline due to target FBC approval date revised to January 2020 and construction phase now commencing in Q1 2020 (Change Control 190412\_NLC\_CH0016).

### **South Lanarkshire:**

**Stewartfield Way Transport Capacity Enhancements:** reports at Amber on timeline due to uncertainty in relation to land acquisition and timescales for accommodation works for the Stewartfield Way project which means it has been necessary to restate the programme and move the project completion date out. At this time, the project is expected to commence during financial year 2024/25 with a 3 year phased construction programme thereafter.

**Sherry Drive & Strathaven Road Junction Improvements:** reports at Amber on timeline due to the need to go down the PCS Restricted tender route. These works will now slip to a summer 2019 (instead of October 2018) site start.

**Larkhall CGA:** reports at Amber on timeline due to Chatelherault Nursery project being subject to further option appraisal. Anticipated FBC submission was October 2018 however timeline for the FBC for this project has slipped to December 2021.

### **Regional Projects:**

**Airport Access:** Development of the revised OBC for the Airport Access Project is progressing. PBA and Mott MacDonald consultants have been appointed to carry out the OBC drafting (incl economic analysis), and the technical support commissions respectively. The recommendations in the Connectivity Commission are still being considered and a further report on progress on development of the revised OBC, including an update on consideration of the Connectivity Commission report, will be brought to a future Cabinet meeting.

### **Skills Projects:**

**In Work Progression** – The In Work Progression Pilot project concluded on 31st December 2018 and the Final Evaluation Report that includes the Cost Benefit Analysis is anticipated to be with the Glasgow lead in June 2019 to be presented to CEG and Cabinet in August.

**Working Matters** – Glasgow as Lead Authority for the Working Matters Programme has moved the programme to Amber until Cabinet agrees the proposed way forward for the successor programme to utilise the underspend. The draft Final Evaluation report has been received by the Lead and the PMO. It is anticipated that this report will be presented to CEG and Cabinet in August 19.

### **Innovation Projects:**

Updates on the three City Deal Innovation projects were provided to CEG 29/05/19. Section C of this reports details the Innovation Programme evaluation.

### **Programme Risks**

The Programme Risk Register was updated and all updates are noted in bold and italics in Appendix 1.

**Table 0-1: Project Status for the Member Authority Business Cases**

This table reports on the status of projects detailed in business cases that have been presented to Cabinet.

Project Name	Sub Projects	SBC	OBC	FBC	Scope	Timeline	Finance	Benefits Realisation
<b>INFRASTRUCTURE</b>								
East Renfrewshire								
M77 Strategic Corridor					G	A	G	G
	Levern Valley Access Phase 1: Aurs Road Realignment			F	G	A	G	G
	Levern Valley Link			F	G	A	G	G
	Barrhead South Access - Phase 1: Balgraystone Road Works			F	G	G	G	G
	Barrhead South Access - Phase 2: New Train Station			F	G	G	G	G
	Levern Works			C	C	C	C	G
	Dams to Darnley Visitor Centre			F	A	A	G	G
	East Renfrewshire Business Boost			C	G	A	G	G
<b>Glasgow City</b>								
Canal and North Gateway					G	A	G	G
	FBC1: Sighthill: remediation (Contract 1)			C	C	C	C	G
	FBC2: Sighthill Remediation (Contract 2)			C	G	A	G	G
	FBC3: Sighthill: Cowlares bridge (Road bridge over railway); Port Dundas: 100 acre hill			F	G	G	G	G
	FBC4: NGIWMS			F	G	G	G	G
	NGIWMS Cowlares Link			F	G	A	G	G
	Sighthill: M8 Pedestrian Bridge			F	G	A	G	G
	FBC5: Speirs Lock: Landscape link AND Port Dundas: North Canal Bank Street / Landscape Link			F	G	G	G	G
	Speirs Lock: Garscube Toll & links			F	G	G	G	G
	Port Dundas: Dobbies Loan			F	G	G	G	G
	Cowlares: remediation & servicing			F	F	F	F	G
	Port Dundas: Pinkston Access and Remediation			F	F	F	F	G
					G	A	G	G
Collegelands Calton Barras	FBC1: Calton Barras Action Plan - Barras Public Realm – Phase 1			C	C	C	C	G
	Calton Barras Action Plan: Development Deficit Grant Scheme			F	F	F	F	G
	Improving Local Road Infrastructure and Connectivity: Meat Market Roads and Infrastructure	C	C	F	G	A	G	G
	Collegelands and Meat Market Sites: Meatmarket: Site remediation			F	G	G	G	G
	Calton Barras Action Plan: Junction improvements			F	G	G	G	G
	Improving Public Transport: High St Station			F	F	F	F	G
					G	A	G	G
City Centre Enabling Infrastructure Public Realm		C	C		G	A	G	G
	FBC1: Sauchiehall Street Avenue Phase 1			F	G	G	G	G

Project Name	Sub Projects							
		SBC	OBC	FBC	Scope	Timeline	Finance	Benefits Realisation
	ISL (including Smart Cities)			F	G	G	G	G
	Block A - Argyle St West (M8-Buchanan St)			F	G	A	G	G
	Block A - Argyle St East (Buchanan St-Glasgow Cross)			F	F	F	F	F
	Block A - St Enoch's Square - Dixon Street			F	F	F	F	F
	Block A - Bath Street East-Cathedral Street			F	F	F	F	G
	Block A - Kyle Street - North Hanover Street			F	F	F	F	G
	Block A - The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)			F	G	A	G	G
	Block A - Sauchiehall Street Phase 2 (Precinct)			F	F	F	F	G
	Block B - Holland Street / Pitt St			F	F	F	F	G
	Block B - Elmbank Street and Elmbank Crescent			F	F	F	F	G
	Block B - Glassford Street / Stockwell Street			F	F	F	F	G
	Block B - Broomielaw - Clyde Street			F	F	F	F	G
	Block C - Hope Street			F	F	F	F	G
	Block C - IFSD			F	F	F	F	G
	Block C - St Vincent Street			F	F	F	F	G
	Block C - John Street			F	F	F	F	G
	Block C - George Street			F	F	F	F	G
Metropolitan Glasgow Strategic Drainage Partnership		C	C		A	A	A	G
	FBC 1: Camlachie Burn Channel Improvements			C	A	G	A	G
	FBC 2: Cardowan SWMP			F	G	G	G	G
	FBC 3: Hillington/Cardonald - Phase 1 Moss Heights/Halfway Community Park			F	G	A	G	G
	Hillington/Cardonald SWMP- Ph. 2			F	G	A	G	G
	Hillington/Cardonald SWMP- Ph. 3			F	G	A	G	G
	South East Glasgow SWMP (Croftfoot/Kingspark/Overwood Drive/Aitkenhead Road)			F	G	A	G	G
	Garrowhill/Ballieston SWMP			F	G	A	G	G
	Drumchapel SWMP			F	G	G	G	G
	Fullerton Avenue SWMP			F	F	F	F	G
	Eastern Springburn SWMP			F	F	F	F	G
	High Knightswood / Netherton SWMP			F	F	F	F	G
Clyde Waterfront & West End Innovation Quarter		C			G	A	G	G
	CGAP: Public Realm Improvements (Phase 1- Central Govan AND Phase 2- Active Travel South			F	G	G	G	G
	Improving Connectivity between GU & QEUP: Active Travel Route (North)			F	G	A	G	G
	Developing the Economic Role of GU: Public Realm Improvements (Byres Road)			F	G	A	G	G
	Developing the Economic Role of SEC/Pacific Quay: Finnieston Link			F	F	F	F	G
	CGAP Development Deficit Funding – Commercial Floorspace 1			F	F	F	F	G

Project Name	Sub Projects							
		SBC	OBC	FBC	Scope	Timeline	Finance	Benefits Realisation
	CGAP Development Deficit Funding – Commercial Floorspace 2			F	G	G	G	G
	Improving Connectivity between GU & QEUH: Govan-Partick Bridge			F	F	F	F	⚠
	Developing the Economic Role of QEUH and Adjacencies: Development Deficit Funding 2			F	F	F	F	⚠
	Developing the Economic Role of QEUH and Adjacencies: Development Deficit Funding 1			F	F	F	F	G
	Developing the Economic Role of QEUH and Adjacencies: Development Deficit Funding 3			F	F	F	F	G
	Developing the Economic Role of GU - University Avenue and Campus Connections			F	F	F	F	G
	Developing the Economic Role of SECC/Pacific Quay - Expressway Bridge			F	F	F	F	G
	Developing the Economic Role of SECC/Pacific Quay – Cessnock Pedestrian Link			F	F	F	F	G
	Developing the Economic Role of SECC/Pacific Quay - Canting Basin Bridge			F	F	F	F	G
	Investing in the Strategic Road Network to unlock development			F	F	F	F	G
	Developing the Economic Role of QEUH and Adjacencies - Access Improvements			F	F	F	F	G
	Developing the Economic Role of Yorkhill Hospital Site			F	F	F	F	G
	Access and Integrity of Waterfront The Briggait / Lancefield Quay			F	F	F	F	G
	Access and Integrity of Waterfront - Yorkhill Quay			F	F	F	F	G
	Access and Integrity of Waterfront - Windmillcroft Quay			F	F	F	F	G
	Access and Integrity of Waterfront - SEC - Active Travel			F	F	F	F	G
	Access and Integrity of Waterfront - Custom House Quay			F	F	F	F	G
	Access and Integrity of Waterfront - Calton Place			F	F	F	F	G
	Access and Integrity of Waterfront - Tradeston			F	F	F	F	G
	Access and Integrity of Waterfront - Govan Graving Docks			F	G	G	G	G
	Improving Connectivity between GU and QEUH- Active Travel Route (South)			F	F	F	F	G
	Inverclyde							
Inverkip	Inverkip	C	C	F	A	A	A	G
Ocean Terminal	Marine Works	C	C	F	A	A	A	G
	Terminal Building	C	C	F	A	A	G	G
Inchgreen	Inchgreen	F	F	F	G	G	G	G

Project Name	Sub Projects							
		SBC	OBC	FBC	Scope	Timeline	Finance	Benefits Realisation
North Lanarkshire								
Overall NLC Programme					A	A	A	G
	Eurocentral: Park & Ride/Share		C	F	G	G	G	G
	Orchard Farm Roundabout		F	F	G	A	G	G
Gartcosh/Glenboig CGA	Glenboig Link Rd		C	C	G	G	G	G
Pan Lanarkshire Orbital Transport Corridor	Ravenscraig Infrastructure Access	C	F	F	G	G	G	G
	East Airdrie Link Rd		F	F	G	G	G	G
	Motherwell Town Centre Interchange		F	F	G	A	G	A
Renfrewshire								
Clyde Waterfront and Renfrew Riverside		C	C	G	G	G	G	G
Glasgow Airport Investment Area		C	C	G	G	G	G	G
South Lanarkshire								
Cathkin Relief Road		C	C	C	G	G	G	G
Greenhills Road A726		C	C	F	G	G	G	G
Stewartfield Way		C	F	F	G	A	G	G
Community Growth Area - Newton		C	C	F	G	G	G	G
	Newton CGA Park and Ride			C	C	C	C	G
	Newton Farm Primary School			C	C	C	C	G
	Westburn Roundabout			F	G	G	G	G
	Sustainable Transport Intervention			F	F	F	F	F
Community Growth Areas-Hamilton		C	C	F	G	A	G	G
	FBC1: Woodhead Primary School Extension			F	G	G	G	G
	FBC2: Highstonehall Access Upgrade Works				G	G	G	G
	FBC3: Sherry Drive – Strathaven Road Junction Improvements			F	G	A	G	G
	FBC4: Woodfoot Road/ Wellhall Road Junction			F	F	F	F	F
	FBC5: Wellhall Road/ Hillhouse Road Junction			F	F	F	F	F
	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions			F	F	F	F	F
	FBC7: Calderside Academy			F	F	F	F	F
Community Growth Areas-Larkhall		C	C	F	G	A	G	G
	Holy Cross High, Extension			F	F	F	F	G
	Glengowan Primary School Extension			F	F	F	F	G
	Nursery Extension Larkhall			F	F	F	F	G
	Merryton Roundabout & Link Road			F	F	F	F	G
	Lanark Road Signalisation			F	F	F	F	G
	M74 Works			F	F	F	F	G



Project Name	Sub Projects							
		SBC	OBC	FBC	Scope	Timeline	Finance	Benefits Realisation
	Chatelherault Nursery			F	F	F	F	G
	<b>Community Facility</b>			F	F	F	F	G
Community Growth Areas- East Kilbride				F	G	G	G	G
	<b>Park and Ride Facility - Hairmyres</b>	C	C	F	G	G	G	G
	<b>New Primary School (Phase 1) - Jackton</b>			F	G	G	G	G
<b>West Dunbartonshire</b>								
Exxon Site Development Project		C	C	F	G	A	G	G
<b>Regional Projects</b>								
Airport Access (Regional Project)		C	C	F	A	A	G	G
SPT- Strathclyde Bus Investment Programme		F	F	F	F	F	F	F
<b>INNOVATION PROGRAMME</b>								
Stratified Medicine: Imaging Centre of Excellence (ICE)		N / A	N/A	C	C	C	C	G
MediCity		N / A	N/A	C	C	C	C	G
Tontine (IGI)		N / A	N/A	C	C	C	C	G
<b>SKILLS &amp; EMPLOYMENT PROGRAMME</b>								
In-Work Progression		N / A	N/A	C	C	C	C	G
Working Matters (ESA)		N / A	N/A	A	A	A	A	A
Youth Gateway Guarantee		N / A	N/A	C	C	C	C	C

C	Complete
R	Red Successful delivery of the project as detailed in the business case appears to be unachievable. There are major issues on project definition, schedule, budget, quality and/or benefits delivery, which at this stage do not appear to be manageable or resolvable. The project may need re-scoping and/or its overall viability reassessed.
A	Amber Successful delivery of the project as detailed in the business case appears feasible but significant issues already exist, requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
G	Green Successful delivery of the project as detailed in the business case to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly
F	Future
<b>CRAGF</b>	Bold Italic indicates change from previous report

## PROGRAMME FINANCIAL REPORTING

### B.1 EXPECTED SPEND VS BUSINESS CASE APPROVALS BY PROJECT

Table 1 below details the total expenditure per project from the latest estimates as at 31 March 2019. This is then compared with cumulative projected spend, previous years spend, profiled spend in 2018/19, the projected spend for 2018/19, the 2018/19 baseline and the 5 year projected spend. This table includes the £1bn from the Scottish and UK Governments and the £130m member authorities' contribution.

The total projected spend for the programme is £1.123bn compared with funding of £1.130bn. This represents an expected underspend of £7m and is mainly due to reduced projected expenditure in relation to Ocean Terminal (£4m) and Cathkin Relief Road (£3m).

Previous Years Spend for infrastructure projects was £103.2m. The actual spend for 2018/19 to quarter 4 is £53.4m compared with a profiled spend to quarter 4 of £72m. This reduction of £18.6m in actual spend compared with profiled spend in 2018/19 is mainly due to lower than expected spend in relation to the projects at M77 Strategic Corridor (£0.6m), Glasgow Canal and North (£0.6m), Glasgow City Centre (£1m), Glasgow Clyde and Waterfront (£1.6m), MGSDP (£1.3m), Ocean Terminal (£2.3m), A8/M8 (£1.2m), Gartcosh/Glenboig (£1m), Pan Lanarkshire Orbital Transport Corridor (£1.4m), CWRR (£1m), GAIAR (£4.8m), Community Growth Areas (£0.4m) and EXXON (£0.5m). The actual spend to date in 2018/19 of £53.4m represents 74% of the expected spend of £72m for 2018/19.

The cumulative to date spend as at Q4 2018/19 is £156.6m. The initial 5 year projected spend is £282m and the latest 5 year projected spend is £237m representing a reduction of £45m. Funding approved to date totals £263.6m. The cumulative grant allocation to the end of 2018/19 was £120m.

CITY DEAL INFRASTRUCTURE FINANCIAL MONITORING															TABLE 1
ACTUAL SPEND vs BUSINESS CASE APPROVALS BY PROJECT															
AS AT 31 MARCH 2019															
	Estimated Project Funding	Projected Cumulative Spend	Previous Years Spend	Actual Spend 2018/19	CTD Actual Spend	Profiled Spend to Q4 2018/19	Expected Spend 2018/19	Baseline 2018/19	Cumulative Projected Spend to 2018/19	5 Year Projected Spend to 2019/20	Funding Allowed through Business Case Stage Approvals	Previous Years Grant Allocation	Grant Allocation 2018/19	Cumulative grant/ cumulative projected spend	
Infrastructure Authority/Project															
ERC M77 Strategic Corridor	44,000,000	44,740,236	3,083,582	4,206,329	7,289,911	4,795,000	4,625,000	4,795,000	7,708,582	11,891,557	9,199,480				
	44,000,000	44,740,236	3,083,582	4,206,329	7,289,911	4,795,000	4,625,000	4,795,000	7,708,582	11,891,557	9,199,480	2,993,000	3,280,000	81%	
Glasgow Canal and North (Sighthill)	73,390,000	73,422,328	41,122,093	13,375,599	54,497,692	14,823,569	13,340,599	14,823,569	54,462,692	68,897,982	65,644,000				
Glasgow Canal and North	15,900,000	15,900,000	1,225,377	4,118,330	5,343,707	3,251,265	4,118,330	3,251,265	5,343,707	7,634,713	-				
Glasgow City Centre	115,520,000	115,520,000	3,328,324	5,739,873	9,068,197	6,696,178	5,676,873	6,696,178	9,005,197	18,297,225	24,171,000				
Glasgow Clyde and Waterfront	113,900,000	113,900,000	2,057,516	2,164,935	4,222,451	3,683,427	2,155,135	3,683,427	4,212,651	18,011,711	8,063,000				
Glasgow Collegelands	27,000,000	27,000,000	1,646,467	1,983,451	3,629,918	1,712,061	1,983,451	1,712,061	3,629,918	8,802,105	4,150,000				
Glasgow MGSDP	40,200,000	40,157,672	3,246,991	4,937,316	8,184,307	6,283,100	4,757,315	6,283,100	8,004,306	15,499,102	16,930,000				
Total Glasgow	385,910,000	385,900,000	52,626,768	32,319,504	84,946,272	36,449,600	32,031,703	36,449,600	84,658,471	137,142,838	118,958,000	45,251,000	16,214,000	73%	
Inchgreen	9,427,000	9,428,000	-	-	-	-	-	-	-	-	150,000				
Inverkip	3,250,000	3,250,000	8,000	-	8,000	200,000	-	200,000	8,000	3,250,000	260,000				
Ocean Terminal	14,137,000	9,840,486	256,031	239,000	495,031	2,500,000	239,000	2,500,000	495,031	8,332,000	800,000				
Total Inverclyde	26,814,000	22,518,486	264,031	239,000	503,031	2,700,000	239,000	2,700,000	503,031	11,582,000	1,210,000	244,000	257,000	100%	
North Lanarkshire A8/M8	12,587,000	12,587,000	320,979	155,794	165,185	1,316,237	155,794	1,316,237	165,185	3,630,732	4,484,000				
North Lanarkshire Gartcosh/Glenboig	66,311,000	66,311,000	4,724,863	790,576	5,515,439	1,791,322	790,575	1,791,322	5,515,438	5,279,490	7,317,204				
North Lanarkshire Pan Orbital Transport Corridor	93,565,000	93,565,000	524,447	614,920	1,139,367	2,063,999	614,920	2,063,999	1,139,367	6,146,000	5,936,000				
Total North Lanark	172,463,000	172,463,000	5,570,289	1,249,702	6,819,991	5,171,558	1,249,701	5,171,558	6,819,990	15,056,222	17,737,204	4,692,000	1,230,000	87%	
									-	-					
Renfrewshire CWRR	90,636,000	90,680,000	8,708,434	5,425,566	14,134,000	6,434,771	5,426,000	6,434,771	14,134,434	36,882,434	13,866,000				
Renfrewshire GAIAR	39,049,000	39,049,000	7,056,778	895,222	7,952,000	5,675,596	894,000	5,675,596	7,950,778	37,096,778	9,360,000				
Total Renfrewshire	129,685,000	129,729,000	15,765,212	6,320,788	22,086,000	12,110,367	6,320,000	12,110,367	22,085,212	73,979,212	23,226,000	12,056,300	5,353,000	79%	
South Lanarkshire Cathkin Relief Road	19,028,457	16,013,210	14,024,815	420,470	14,445,285	759,232	420,470	759,232	14,445,285	14,963,047	21,628,000				
South Lanarkshire Council Community Growth Areas	62,300,000	62,300,000	5,688,575	3,534,006	9,222,581	3,981,824	3,534,006	3,981,824	9,222,581	14,054,960	20,001,000				
South Lanarkshire Greenhills	25,688,011	25,688,761	3,060,697	4,297,720	7,358,417	4,374,758	4,297,720	4,374,758	7,358,417	22,163,011	25,688,011				
South Lanarkshire Stewartfield Way	62,212,230	62,212,230	186,459	17,323	203,782	256,390	17,323	256,390	203,782	1,242,849	1,205,500				
South Lanarkshire Total	169,228,698	166,214,201	22,960,546	8,269,519	31,230,065	9,372,204	8,269,519	9,372,204	31,230,065	52,423,867	68,522,511	21,825,000	3,126,000	80%	
West Dunbartonshire -EXXON	27,897,000	27,897,000	1,005,819	303,818	1,309,637	764,766	231,897	764,766	1,237,716	3,204,079	9,601,000	995,000	80,000	87%	
Airport Link	144,294,000	144,294,000	1,943,325	460,675	2,404,000	672,319	460,000	672,319	2,403,325	7,306,325	15,149,000	1,943,700	460,000	100%	
SPT	30,000,000	30,000,000	-	-	-	-	-	-	-	220,000		-	-		
Risk Adjustment										-31,000,000					
TOTAL INFRASTRUCTURE	1,130,291,698	1,123,755,923	103,219,572	53,369,335	156,588,907	72,035,814	53,426,820	72,035,814	156,646,392	281,806,100	263,603,195	90,000,000	30,000,000	77%	

## B.2 CITY DEAL SKILLS AND EMPLOYMENT FINANCIAL MONITORING

Table 0-2: Working Matters Actual Spend

CITY DEAL SKILLS AND EMPLOYMENT FINANCIAL MONITORING PROJECT FUNDING AND ACTUAL SPEND vs GRANT DRAWDOWNS									TABLE 2
SKILLS AND EMPLOYMENT Authority/Project	Revised Project Funding	Previous Years Spend	Projected Spend 18/19	Previous Years and Projected 2018/19	Actual Spend in 18/19 to Q4	Cumulative Spend to Q4	Grant Allocation Previous Years	Claim Cumulative to 18/19	%age in year claim to date
EDC - Working Matters	100,869	74,913	46,996	121,909	43,873	118,786	74,913	118,786	93%
ERC - Working Matters	75,851	51,352	17,651	69,003	16,505	67,857	51,352	67,857	94%
IC - Working Matters	215,241	174,577	30,120	204,697	30,190	204,767	174,577	204,767	100%
GCC - Working Matters	1,912,946	1,051,367	574,980	1,626,347	448,826	1,500,193	1,051,367	1,500,193	78%
NLC - Working Matters	459,075	445,847	10,059	455,906	13,228	459,075	445,847	459,075	132%
RC - Working Matters	447,559	351,581	95,978	447,559	73,284	424,865	351,581	424,865	76%
SLC - Working Matters	522,218	522,218	12,000	534,218	-	522,218	522,218	522,218	0%
WDC - Working Matters	237,480	176,223	84,403	260,626	86,509	262,732	176,223	262,732	102%
ALL - Working Matters	528,761	307,913	96,950	404,863	101,588	409,501	307,913	409,501	105%
<b>TOTAL WORKING MATTERS</b>	<b>4,500,000</b>	<b>3,155,991</b>	<b>969,137</b>	<b>4,125,128</b>	<b>814,003</b>	<b>3,969,994</b>	<b>3,155,991</b>	<b>3,969,994</b>	<b>84%</b>
Cumulative spend 1/4/2015 to end of Q4 2019 compared with DWP available grant funding				88.22%					
Actual spend in 2018/19 compared with projected spend for 2018/19				83.99%					

The above table shows the actual spend on the Working Matters programme to Q4 of 2018/19 compared with projected spend and funding. This table shows that the cumulative spend to the end of Q4 2018/19 is £3.970m, which is 88% of the £4.5m funding available and actual spend in 2018/19 is £0.814m which represents 84% of the projected spend of £0.969m for 2018/19. This represents an actual underspend of £0.530m against the £4.5m grant funding. The projected cumulative spend to 31 March 2019 was £4.125m. This table shows spend against the DWP contribution of £4.5m only. There is also match funding of £4.5m by member authorities with cumulative spend of £3.966m (88%) to Q4 of 2018/19. The projected cumulative match spend to 31 March 2019 was £4.134m

Table 0-3: In Work Progression Funding, Spend and Grant Claim

SKILLS AND EMPLOYMENT Authority/Project	Revised Project Funding	Previous Years Actual Spend	Actual Spend 18/19	Cumulative Spend to date	Grant Allocation 18/19	Claim to Date	%age in year claim to date
In Work Progression	300,000	21,373	92,647	114,020	92,647	114,020	100%

The above table shows the funding, spend and grant claim to the end of quarter 4 2018/19. This table shows total cumulative spend to Q4 2018/19 of £0.114m against the DWP contribution of £0.3m only. There is also match funding of £0.3m with cumulative spend of £0.226m to Q4 of 2018/19. The final CMCF and Statement of Grant Usage for the project have now been submitted to DWP.

## B.3 PMO BUDGET

The PMO budget is £1.24m for 2018/19. The budget projection is showing underspend of £63k in 2018/19 mainly due to vacant posts.

## **C PROGRAMME ACTIVITIES**

### **C1 Gateway Review 1**

#### **C.1.1 Government Gateway Review Expectations**

The PMO had advised the CEG at the meeting in April that the UK and Scottish governments haven't yet notified the cohort 1 city regions (Glasgow, Manchester, Leeds and Cambridge) what their full requirements will be for Gateway Review 1 in December 2019. The governments have not yet advised the localities of the timescale for a funding decision on Gateway Review.

At the meeting of the Commission on Economic Growth on 20 May 2019, the commissioners noted the lack of certainty around the requirements of the governments for Gateway Review. The Commission indicated a willingness to make representations to the governments if it was considered helpful for them to do so.

The PMO raised the issue of clarity around Gateway Review requirements at the Annual Conversation meeting on 18 February and at the recent PLG meeting on 22 March 2019. Gateway Review 1 will be on the agenda for discussion at the PLG in June.

#### **C.1.2 Preparations for Gateway Review**

At the meeting of the Chief Executives' Group on 25 April 2019 the PMO provided a presentation on the proposed approach to the Gateway Review 1 preparations.

This section of the PMO report provides an update on the implementation of this approach. In the presentation to the CEG, the PMO proposed that the following reports would be prepared over the coming weeks and months:

- i. Gateway Report – an overview report that would cover:
  - a. Overview of the City Deal and Regional Structures
  - b. Audit and Scrutiny
  - c. Innovation Theme
  - d. Skills & Employment Theme
- ii. Final Gateway Review Report (National Panel/SQW)
- iii. OGC Assessment/Gateway Review Improvement Plan
- iv. Programme Business Case
- v. Commission on Economic Growth Report
- vi. Economic Leadership Board Report

The CEG will be updated on the development of these documents over the coming months and early drafts will be

#### **C.1.3 City Deal Programme Management Office Internal Review**

In preparation for Gateway Review 1, the Assurance Framework 2019 includes a commitment for the City Deal Programme Management Office (PMO) to complete an internal review of the Glasgow City Region City Deal Programme (the Programme) in the year preceding the Gateway. While the UK and Scottish Governments are yet to issue further guidance on the full scope of the Gateway Review 1, it is anticipated this will reflect HM Treasury's 'Office of Government Commerce's (OGC) Best Practice Guidance for the Gateway Process'.

The proposed review adopts the approach set out within the OGC's 'Strategic Assessment and Guidance Workbook' and also seeks to take account of the self-assessment criteria set out within Audit Scotland's 'Review of Major Capital Projects in Scotland: Good Practice Checklist for Public Bodies (2008)'.

To deliver this the PMO will establish a Programme Review Group (PRG) with membership from the PMO and independent practitioners. It is proposed that a small number of 'critical friends' from other UK City Deals' PMOs are invited to join the PRG, allowing for challenge from peers with subject matter expertise in addition to providing an opportunity for the sharing of experience, lessons and ideas about managing City Deal programmes.

Glasgow City Council Internal Audit staff are included within the PRG to provide guidance and validation of the approach and findings from the internal review.

The OGC Workbook contains a series of questions which seek to determine the extent to which the Programme is being delivered in line with best practice guidance. The review process requires the PMO staff to collate evidence to address

each question, with the PMO staff and the remaining members of the PRG then determining the extent to which the PMO is fully/partly meeting best practice guidance. Where gaps and areas for improvement are identified, these will be used to develop a Gateway Review Improvement Plan (GRIP).

A draft workplan has been developed by the PMO and it is anticipated that the outcome of the review and the GRIP would be presented to the Chief Executives' Group on 29 August 2019.

#### **C.1.4 National Evaluation Panel**

The work of the National Evaluation Panel, led by SQW, is proceeding in line with the activities outlined in the One Year Out Report, approved by Cabinet in February 2019.

#### **C.1.5 Innovation Projects at Gateway Review 1**

The three City Deal Innovation projects do not fall within the scope of the work being carried out by the National Evaluation Panel. The PMO has asked the projects (ICE, Tontine & Medicity) to participate in an OGC Gateway Review and lessons learned exercise. The outcome of this review process will be reported to Chief Executives' Group and Cabinet as part of the report that will be approved in December 2019.

#### **C.1.6 Skills and Employment Projects**

The three Skills & Employment Projects funded through the City Deal are not part of the National Evaluation Panel Process. The PMO will prepare a report on the outcome and lessons learned from the projects based upon the content of the forthcoming project evaluations. The evaluation reports for Working Matters and In Work Progression will be brought to the CEG in August 2019.

### **C2 Infrastructure Fund Workshop**

At the meeting of the Chief Executives' Group on 29th November 2018, during a discussion regarding the difference between the projected and actual spending profiles for City Deal Infrastructure Fund Programme it was agreed that the Programme Management Office (PMO) would consult with the MAs to review the challenges of delivering the City Deal Infrastructure Fund investment, and to identify potential future opportunities to maximise the benefits of the investment. A workshop was held in February to consider options for acceleration or potential new projects. A range of potential projects were discussed with East Dunbartonshire Council's Place and Growth project the most advanced of those which could meet the Programme objectives.

Following this, on 9th April the Glasgow City Region Cabinet considered a draft Strategic Business Case from East Dunbartonshire Council requesting £60.59m for its Place and Growth Project. Cabinet instructed the Finance Strategy Group to consider the position on the availability of funding to support this project and thereafter to report back on this position.

Given the expectation that the City Deal enabling infrastructure work will have concluded within the first decade of the deal (by 2025), and having considered that projects with approved Strategic Business Cases are progressing, the CEG on 29<sup>th</sup> May 2019 instructed the PMO to engage with SPT as the only project within the initial project list which doesn't have an approved SBC. This would determine the latest development of the 'Bus Investment Programme' and identify how the project links with the emerging Regional Transport Strategy and National Transport Strategy, the conclusions of the Glasgow Connectivity Commission, and the City Deal Programme. These discussions with SPT will take place in June and a full report will be prepared for the August Cabinet setting out a proposed way forward to maximise economic return for the City Region.

### **C.3 BENEFITS REALISATION UPDATE**

The project outputs delivered to date by City Deal Infrastructure Fund projects are summarised in Appendix 2.

#### **C.3.1 GCR City Deal Contracts**

Appendix 4 provides a programme summary of the GCR City Deal contracts awarded to date and the programme community benefits.

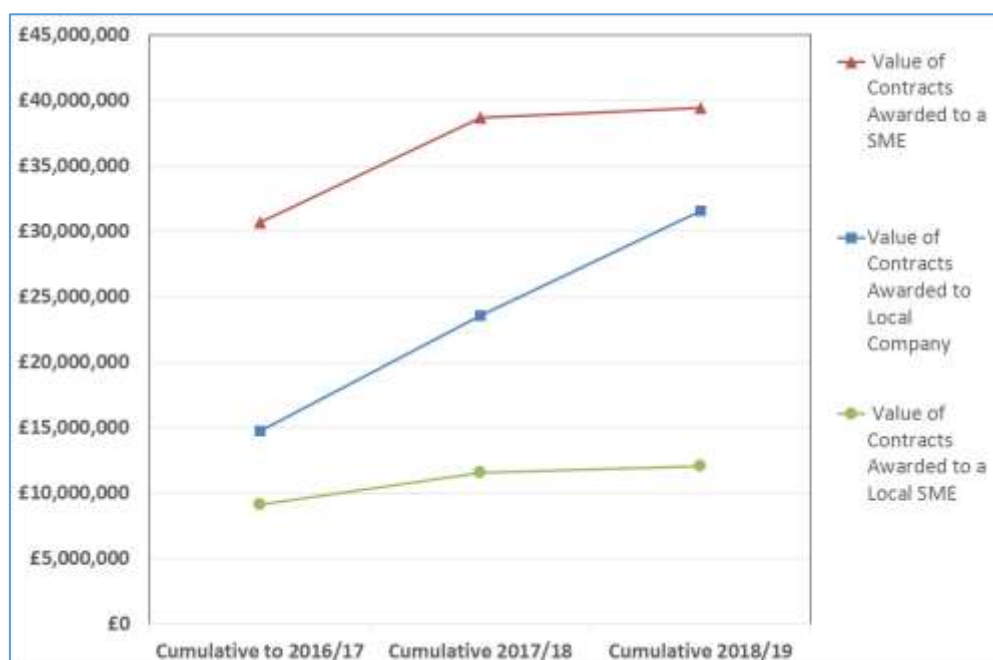
### C.3.2 GCR Benefit Reporting Cumulative to 2018/19

The Community Benefit Support Group will oversee the implementation of the Community Benefit Pilot to be rolled out at the beginning of June 2019, once the GCC the lead authority has concluded the contract with Wildcat Applications for the Cenefits system.

The most recent Programme Summary that cover the period up to the end of Q4 2018/19 is provided at Appendix 3 with further analysis of figures reported provided below based on figures reported to the PMO since reporting began in June 2017.

As at the end of March 2019, 334 Tier 1 contracts with a value of £152 million had been awarded by Glasgow City Region City Deal projects. Figure 1 shows the value of Tier 1 contracts awarded to local companies, SMEs and Local SMEs over time.

**Figure 1: Value (£) of Tier 1 contracts awarded to Local Companies, SMEs and Local SMEs to end 2018/19**



**Figure 1** shows of £152 million the 334 Tier 1 contracts awarded by the end of March 2019:

- £39.5 million (26% of the overall Tier 1 contract value) were awarded to Small and Medium Sized Enterprises (SMEs), across 116 contracts
- a combined contract value of £31.5 million (21% of total Tier 1 contract value) were awarded to Glasgow City Region based (local) businesses across 174 contracts and;
- Contracts to the value of £12 million, equating to 8% of the overall Tier 1 contract value, were awarded to local SMEs across 77 contracts.

### C.3.2 Number and Value of Contracts with Community Benefits

At the end of March 2019, 114 contracts with a value above £50,000 had been awarded, equating to an overall total of £147,775,185. **Figure 2** shows whether community benefits have been secured for these 114 contracts and the value associated with the contracts.

**Figure 2: Proportion and Value of Community Benefits in Contracts >£50K (2016/17 – 2018/19)**



**Figure 2** shows of the 114 contracts, in terms of community benefits:

- 76 (67% of all >£50k contracts) had contractual community benefits included, with a value of approximately £135 million (91% of total contract value);
- 4 (4% of contracts) had voluntary community benefits within the contract with a value of just under £454k (0.3% of total value); and
- 34 (30%) had no community benefits included, equating to almost £12.5m, or around 8% of total >£50k contract value.

**Figure 2** also shows how this has changed over time. It shows that the proportion of the total contract value without community benefits has been increasing over time, from less than 1% for all >£50k contracts awarded to 2016/17, to around 8% by the end of 2018/19.

### C.3.3 Community Benefits Secured and Delivered

Through the awarding of these City Deal contracts, at the end of March 2019, a total of 816 community benefit opportunities were secured, plus a further £124K of financial support for community projects.

Of the 816 secured opportunities:

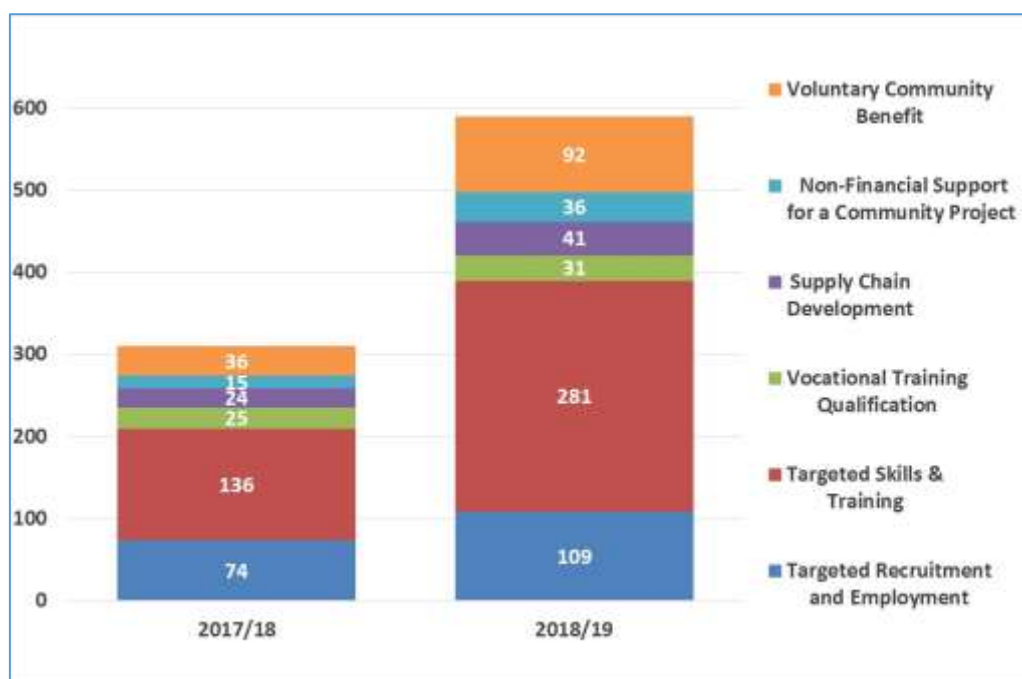
- 590 opportunities (72% of all secured) and £50.8k (41% of total secured value) of financial support for community projects have now been delivered by contractors;
- a further 138 (17%) opportunities and £41.2k are expected to be delivered throughout the remainder of their contracted periods; however
- the remaining 88 (11%) opportunities, and £32K of financial support to a community projects, were not delivered by contractors by the end of their contract.

For the vast majority of unrealised benefits, 85 of the 88 undelivered opportunities, work is ongoing with suppliers to realise these benefits and for the outstanding £32K financial support for community projects. The remaining 3 unrealised benefits relate to contracts which were awarded in the early years of the Deal, prior to the development of the Community Benefit Group.

**Figure 3** shows the number of opportunities delivered at the end of 2017/18 and the end of 2018/19 in each community benefit opportunity category.



**Figure 3: Number of Community Benefit Opportunities Delivered, end of 2017/18 and end of 2018/19**



**Figure 3** shows, that there has been a significant increase in the overall number of opportunities delivered, with 310 having been delivered at the end of 2017/18, increasing to 590 delivered by the end of 2018/19, a more than 90% increase throughout the year.

**Figure 3** also shows this overall increase is due to large improvements in:

- the number of targeted skills and training opportunities realised (+145 opportunities/107% increase from 2017/18);
- the voluntary community benefit category (+56 opportunities/155% increase from 2017/18); and
- the targeted recruitment and employment opportunities realised (+35/a 47% increase from 2017/18).

#### **C. 4 COMMUNICATION, MARKETING AND STAKEHOLDER ENGAGEMENT**

Blogs by the Director were posted over the past few months on the subjects of Innovation (March), People (April) and Place (May). These were promoted on social media and generated wide engagement.

Work will begin on the next GCR Newsletter, anticipated to be issued May / June.

The Cabinet decision on the Ravenscraig Infrastructure Access project generated substantial press, online and TV coverage. Media in the next period will include a six – eight page feature in The Planner on Glasgow City Region, with a focus on Sighthill and the Smart Canal, the three City Region Innovation Districts including Glasgow Airport Access Project and Ravenscraig. Media releases and social media are also planned for the Green Network launch at the end of May and the formal launch of the Skills Investment Plan in early June.

Discussions continue in relation to a visit by Ministers from both the UK and Scottish Governments to a number of City Deal projects in the next few months.

The next GCR Communications Group will meet on 29<sup>th</sup> May. Representatives from both governments will attend along with the Communication lead at Glasgow University. The meeting will present an opportunity for further discussion on the Communication Protocol and wider government messaging.

**APPENDIX 1: PROGRAMME RISK REGISTER**

Glasgow City Region CITY DEAL PROGRAMME RISK REGISTER																		
Programme		Director: Kevin Rush																
Date updated:	11/05/2019															Last reporting period:		
Risk Ref	Status	Risk Category	Risk Description		Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Owner	Logged by	Controls Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Checked	Movement in period	
			Challenge	Impact														
rsk 0001	Open	Finance	Failure to provide accurate projections for programme spend for the Infrastructure Fund project, which will be used for programme monitoring and Gateway Review assessments.	The Gateway Review 1 Report, to be submitted to government, highlights that the initial spend projections for the programme have not been met and results in a financial risk in relation to the release of the next 5 year tranche of investment funds,	5	3	15	High	MA	PMO -PM	MAs require to provide more accurate spend projections for their infrastructure fund projects. FSG should review and monitor the programme spend projections and escalate to the CEG where required. [rsk_0032 closed - merged with rsk_001 to and reflected in text update.]	5	3	15	High	23/05/2019	↔	
rsk 0002	Open	Finance	Delay in development and approval of business cases leading to pressure on programme delivery and milestone achievement	Potential delay to project delivery and impact to milestone achievement resulting in potential reduction in realisation of benefits.	4	3	12	High	MA	PMO -PM	Member Authorities to ensure development of their projects align with their scheduled programme of business case submissions and are Green Book compliant. Ekos contracted to review projects and advise status and are currently working through this programme of work. Revised Business Cases being submitted to CEG and Cabinet for approval. Revised Programme Business Case currently being prepared and 16 Augmented Business Cases have been submitted to and approved by Cabinet. Guidance from Ekos on Economic Impact Assessment issued to MA's.	4	3	12	High	23/05/2019	↔	
rsk 0003	Open	Physical/Assets	The City Deal project outputs and outcomes do not align with the investment plans of stakeholders.	Increased cost, delay or failure to deliver of the project output and outcome.	3	3	9	Medium	MA	ERC PMO -MM	Early engagement with utilities providers - the Infrastructure Portfolio established an Operational Infrastructure Group and an Annual Utilities Summit. The work within the portfolio will help inform the 2021-2026 Strategic Investment Plan of the utility providers. Initial mapping work is being undertaken individually for each MA. This will link to the programme mapping being undertaken for the City Deal programme.	2	2	4	Medium	23/05/2019	↔	
rsk 0004	Open	Delivery/Finance	Failure to describe the project outputs and economic benefits for each City Deal Infrastructure Fund project	Lack of output and benefits data compromises the development of the Programme Business Case, the Gateway Review process, and wider project evaluation activity.	3	2	6	Medium	MA	PMO -PK	The updated project benefits contained within the augmented OBCs are being collated for inclusion within the Programme Business Case. The draft One Year Out Report, prepared by the National Evaluation Panel, was approved by Cabinet on 12/2/19. The NEP will engage with the PMO and MAs over the coming months to develop the Final Gateway Review Report. And the draft Benefits Realisation Management Framework has been circulated for comment to partners alongside the refreshed Assurance Framework.	3	1	3	Medium	23/05/2019	↔	
rsk 0005	Open	Physical/Assets	Lack of appropriate skills and labour being available to deliver infrastructure projects.	Slippage and delays in projects requiring specialist knowledge and potential additional costs to contracts	3	3	9	Medium	MA	PMO - PK	Risk scoring has been reduced as no information has been provided by MAs to the PMO identifying a lack of contractor capacity as a current risk. Further information will be requested of LOG and LPSG in relation to this risk.	1	1	1	Low	23/05/2019	□	
rsk 0006	Open	Regulatory	Governance procedures are not fit for purpose	Decision making will be difficult or inappropriate	3	2	6	Medium	PMO	PMO -KR	Existing governance arrangements are being reviewed within the scope of the Assurance Framework Review. It is anticipated that the updated Assurance Framework will be submitted to Cabinet in June 2019.	2	1	2	Low	23/05/2019	□	

rsk 0008	Open	Reputational	Negative press coverage	Negative impact on reputation of the Glasgow City Region CD Programme and Partnership	3	2	6	Medium	MA	PMO -CK	Regular updates on Programme and project progress are issued via media / social media / website to ensure positive coverage. A Programme Communication, Marketing and Engagement Strategy in place & updated at September 2018. This sets out the Communication Toolkit including the forward plan of key milestones and comms activities. Member authorities deliver communication / marketing activities for individual projects. 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. Programme Risks & Issues are considered at each GCR Comms Group meeting.	2	2	4	Medium	05/03/2019	↔
rsk 0010	Open	Delivery	Project business cases are affected by dependencies - related projects and/or alignment of stakeholders' priorities (e.g. SRS, IIP, HLOS)	Impact on delivery of infrastructure projects	3	3	9	Medium	MA	PMO -CC	Responsibility for managing project dependencies lies with Member Authorities (MAs). MAs will escalate issues to the PMO through their MA report which will be reviewed by the PMO with reference to the programme and where required issues will be escalated to the CEG.	2	1	2	Low	23/05/2019	□
rsk 0016	Open	Economic	Failure to attract necessary investment to deliver the economic benefits of the City Deal funded projects	Projects fail to deliver the economic benefits and follow on private sector investment	3	3	9	Medium	MA	PMO KR	The responsibility for securing follow on investment for individual City Deal projects lies with the MAs. The Glasgow City Region Economic strategy and action plan has been developed and agreed by Cabinet. A refresh strategy and action plan will be considered by the Regional Partnership in October 2019 and then by Cabinet for approval.	3	2	6	Medium	23/05/2019	↔
rsk 0018	Open	Economic/Delivery	Changes to the scope and finances of individual projects has a negative impact on programme outcomes	Changes to projects which reduces project economic benefits	4	3	12	High	MA	PMO -MM	With the development of the RSA, refreshed AF, and partnership with the Fraser of Allander Institute, greater analysis of project change. <b>A report was submitted to the Commission on Economic Growth on 20/3/19 that proposed an approach to measure the inclusive growth implications of project change.</b>	2	1	2	Low	23/05/2019	□
rsk 0020	Open	Delivery	Delay to the delivery of individual projects due to meeting the requirements of other statutory bodies.	Potential delays in the programme.	3	2	6	Medium	MA	PMO -CC	Early identification and engagement by the Member Authority with statutory bodies listed in the business cases and reported in the MA and PMO Report.	2	1	2	Low	23/05/2019	↔
rsk 0025	Open	Programme	Lack of communication planning for individual projects	Lack of a coherent message across Projects in relation to the overall Programme, the project benefits and impacts	3	3	9	Medium	MA	PMO -CK	Individual member authorities are responsible for project communication planning / activities. The Group agreed a standard template for GCR City Deal project Communication Plans. Project milestones / activities are shared and discussed the Glasgow City Region Comms Group meetings and recorded in the shared Key Milestones document.	1	1	1	Low	23/05/2019	↔
rsk 0035	Open	Evaluation and Gateway Reviews	Failure to build upon the evaluation work undertaken for Gateway Review 1 and to develop project evaluation plans that set out detailed and costed approaches to Gateway Reviews 2 and 3.	City Deal projects fail to have adequate monitoring and evaluation plans in place, posing a risk at future Gateway Reviews and the release of future tranches of investment funding.	4	4	16	High	MAs/PMO	PMO -PK	The PMO to bring forward a proposal to establish evaluation arrangements for Gateway Reviews 2 & 3. This proposal will be brought to CEG for discussion. <b>This will be discussed with the other cohort 1 localities at the next UK Steering Group meeting (date TBC).</b>	3	3	9	Medium	23/05/2019	↔
rsk 0037	Open	Finance	Implementation of Green Book methodology resulting in a negative decision for business cases previously approved under consultancy guidance.	Loss of grant, further work on business cases, requirement to re-assess and approve existing projects.	5	3	15	High	MAs/PMO	PMO -PM	Regular meetings with Scottish Government, review of projects to ensure compliance by internal and external parties. Approval by Chief Executives to implement Green Book methodology. Review of business cases previously approved is complete and feedback issued to MAs. Business cases will be augmented and issued to CEG. Ekos contracted to review Business Cases and are currently working on this programme of work. Revised business cases taking into account Green Book methodology in the process of being submitted, reviewed and approved by Chief Executives and Cabinet with sixteen Augmented Business Cases being approved to date.	5	3	15	High	23/05/2019	↔
rsk 0038	Open	Objectives and Delivery	Alignment of GCRCD Objectives with the new Regional, National and Local Transport Strategies, Strategic Transport Projects Review (STPR2), Rail Investment Strategy etc.	Potential exclusion of transport elements from the GCRCD programme which do not align with the new strategies.	4	4	16	High	MA	TAG/PMO -CC	TAG involvement and MAs awareness of the amendments, alterations and requirements of the new strategies. Early and proactive engagement with the government agencies and stakeholders.	4	2	8	High	23/05/2019	↔
rsk 0039	Open	Finance	Brexit uncertainty due to whether the UK Government obtains a deal with the European Union.	Potential Increased construction costs, reduced labour, increased inflation and currency exchange rates and potential political change.	5	4	20	High	MAs/PMO	PMO -KR	Local authorities have established working groups to help reduce impact, continued dialogue with UK and Scottish Government, PMO Director to engage with Lead Authority to reduce impact on programme.	5	4	N/A	N/A	23/05/2019	↔

rsk 0040	New	Procurement	The Implementation of the Community Benefit Pilot will fail to deliver sustainable improvements for the delivery of GCR City Deal Community Benefits.	Community Benefits arising from City Deal Infrastructure Projects will not deliver on the commitments as set out within the existing policy background for the Deal.	3	2	6	Medium	MA/PMO	PMO-AJS	The GCR City Deal Community Benefit Group will implement the use of the Cenefits system , to monitor and manage City Deal Community Benefits by summer 2019. A Best Practice Model will be consistently adopted across the region for City Deal Community Benefits by summer 2019.A review Framework for the pilot is in place and an Evaluation Plan is to be created.	3	2	3	Medium	23/05/2019	↔
rsk 0041	New	Programme	Project delivery timescales extend beyond 2025	Extensive programme/project delays could impact on finance, cashflow, forecasted benefits.	3	3	9	Medium	MA/PMO	PMO-CC	MA should review their LA programme delivery plans quarterly and report any changes with analysis on the implication of delay on scope, finance, cashflow, forecasted benefits etc..	3	3	2	Medium	23/05/2019	□

**APPENDIX 2: PROJECT OUTPUT REPORT Q4 18/19**

GCR City Deal Logic Model Project Output Quarterly Reporting				SQW Logic Model Project Cumulative Outputs to Date													
Glasgow City Region City Deal Project Outputs	Reporting Period Q4 1819 (31 March 2019)		Logic Model Project Outputs to be Achieved	Logic Model Projects Outputs Achieved to Date	City Region Hybrid	Glasgow City Hybrid					City Region Site Development					City Region Connectivity	
	Unit of Measure	Estimate d overall Project Output figure (where known)	Cumulative Outputs to Date	ERC - M77	GCC -CNG	GCC - MGDSP	GCC - CCB	GCC - EIIPRP	GCC - WWEIQ	IVC - Inverkip	NLC - GCLR	RC - CWRR	RC - GAIA	SLC - Newton	SLC - Cathkin	SLC - Grnhills	
Blue Green Infrastructure (LS)	sqm	15025	6900			0		0						0	6900	0	
Bus lanes (New) (LT)	Km	0	0														
Businesses (New) created (LT)	Number	15	0	0										0			
Business Tenants (Number of)	Number	17	7	7										0			
Carriageway with reduced flood risk (LS)	Km	31.9	1.6			0							0	0	1.6	0	
Commercial space developed (LT)	sqm	2714	2714	2714										0		0	
Construction years of employment (LT)	Number	4413	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Cycle Routes Created (LS)	Km	49.015	9.48	0	0		0	0	0		1.38	0	0	0	8.1	0	
Education / Community Facilities (LS)	sqm	4005	4005								0	0	0	4005			
Junctions (New) (LT)	Number	10	2	0			0	0		0	2	0	0	0		0	
Junctions Improved (LT)	Number	62	4	0					0	0	0	0	0	1	3	0	
Land assembled for commercial development (LT)	Ha	81.84	8.43	8.23	0	0	0		0					0.2		0	
Land assembled for residential development (LT)*	Ha	480.7	247.46	204	0	0	0		0					43.46			
Land with reduced flood risk (LT)	Ha	6.9	6.9			0			0					0	6.9	0	
Pedestrian routes created (LS)	Km	47.835	7.96	0	0		0	0	0		1.38	0	0		6.58	0	
Pedestrian/ cycle bridges (New) (LS)	Number	5	0		0		0		0				0				
Properties with reduced flood risk (LS)	Number	7218	40		0	0									40		
Public realm created (LS)	sqm	290180	25400		0		3300	0			21500	0	0	600		0	
Public realm enhanced (LS)	sqm	109426	6900				0	0	0			0		0	6900	0	
Rail station passengers (LS)	Number per annum	0	0	0													
Rail stations (new) (LS)	Number	1	0	0													
Rail Track (New) (LS)	Km	0	0														
Road bridges (New) (LT)	Number	3	1		1							0	0				
Road developed (New) (LT)	Km	21.7	2.1	0	0		0				0.5	0	0	0	1.6	0	
Road enhanced (LT)	Km	15.7	1.1	0			0.6	0			0.5	0	0	0		0	
Site reclaimed, (re)developed or assembled (Area of) (LS)	Ha	397.51	205.93	0.93	0								52	153		0	
Station upgrades (LS)	Number	1	0				0										
Vacant & Derelict Land Brought Back into Use	Ha	0	0	0	0		0		0							0	
Visitor centres (New) (LS)	Number	1	0	0													
Visitors to the visitor centre (LS)	Number	0	0	0													
Railway line with reduced flood risk	Km	0.3	0.3		0.3												
Drainage Catchments with improved climate resilience	Ha	2418	2418		124	2294											



**APPENDIX 3: COMMUNITY BENEFIT OUTPUTS Q4 18/19**

GCR City Deal Community Benefit Quarterly Reporting Q4 1819 to 31 March 2019						ERC - M77		GCC - CNG		GCC - WWEIQ		GCC - CCB		GCC - EIIPRP		GCC - MGDSP		IVC - INVERKIP		IVC - OCEAN TERMINAL		NLC - GCCA		NLC - A8M8		NLC - PAN LAN		RC - CWRR		RC - GAIA		RC - AAP		SLC - CATHKIN		SLC - GRNHILLS		SLC - NEWTON		SLC - EK		SLC - LH		SLC - S/Way		WDC-Exxon	
Category	Community Benefit Output	Unit of Measure	Opportunities to be Realised	Total Community Benefits Realised to Date	Community Benefits Realised within Reporting Period	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised	Secured	Realised		
Targeted Recruitment and Employment	New Entrants – City Deal priority Groups	Number	0	39	1	2	2	4	10	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	19	19	0	0	4	6	0	0	0	0	0	0	
	New Entrants – no relevant experience	Number	20	23	8	2	2	12	9	0	0	4	2	4	2	4	0	0	0	0	0	1	1	0	0	2	0	1	1	0	0	0	0	4	5	2	0	2	1	0	0	0	0	0	0		
	New Entrant - Graduate	Number	9	11	0	0	0	1	1	2	3	2	2	1	1	0	0	0	0	0	0	1	1	0	0	7	0	1	1	1	1	0	0	0	0	2	0	1	1	0	0	0	0	0	0		
	New Start - Apprentice	Number	6	24	4	2	1	5	4	0	0	2	0	0	0	0	0	0	0	0	5	5	0	0	4	0	4	3	1	1	0	0	0	0	1	0	6	10	0	0	0	0	0	0			
	Completed - Apprentice	Number	4	12	1	4	2	0	0	0	0	0	0	1	1	0	0	0	0	0	1	1	0	0	0	0	1	1	0	0	0	0	0	0	1	0	8	7	0	0	0	0	0	0			
Targeted Skills & Training	Work Experience Placement (16 + years of age)	Number	23	55	4	7	6	4	17	5	2	3	2	6	2	0	2	0	0	0	5	4	0	0	7	0	15	12	1	1	0	0	3	4	3	0	12	3	0	0	0	0	0	0	0	0	
	Work Experience Placement (14 - 16 +years of age)	Number	37	32	2	5	7	2	1	5	1	3	3	6	2	14	14	0	0	0	0	0	0	0	4	0	6	3	1	1	0	0	0	0	2	0	2	0	0	0	0	0	0	0	0		
	Work Experience Placement - Graduate	Number	22	23	2	0	0	2	0	4	3	2	1	10	3	17	13	0	0	0	0	2	2	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Careers Event	Number	11	86	12	20	26	8	19	3	1	3	4	6	7	12	12	0	0	0	0	0	0	0	6	0	11	10	3	2	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Site Visit	Number	11	70	24	19	17	5	14	2	1	2	1	6	7	12	11	0	0	0	0	6	8	0	0	0	0	9	9	1	1	1	1	0	0	0	0	3	0	0	0	0	0	0	0		
	School Mentoring or Enterprise Programme	Number	19	15	0	0	0	0	0	1	0	1	0	6	0	1	0	0	0	0	0	0	0	0	0	4	0	5	5	1	1	2	2	2	1	4	0	6	6	0	0	0	0	0	0	0	
Vocational Training Qualifications	S/NVQ (Or equivalent) for Apprentices	Number	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0		
	S/NVQ (Or equivalent) for New Entrants	Number	0	5	0	0	0	4	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	S/NVQ (Or equivalent) for Graduates	Number	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0			
	S/NVQ (Or equivalent) for Existing Employees	Number	10	6	0	3	3	4	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	Sub/Contractor/Specialist Training Qualifications	Number	18	20	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	29	16	0	0	0	0	0	0	0		
Supply Chain Development	Supply Chain Briefing with SME's	Number	16	19	1	8	8	3	4	3	1	2	0	2	0	0	0	0	0	0	2	2	0	0	0	0	9	3	1	1	0	0	0	0	0	2	0	1	0	0	0	0	0	0	0	0	
	Business Mentoring for a SME's	Number	0	22	9	0	0	3	13	0	0	1	0	2	1	0	0	0	0	0	0	0	0	0	0	7	4	0	0	0	0	0	0	0	1	0	4	4	0	0	0	0	0	0	0	0	
Community Engagement	Financial Support for a Community Project	£Ks	73.2	50.8	17.3	5	5	55	41.8	0	0	0	0	0	0	30	0	0	0	0	0	2	2	0	0	0	0	1	1	1	1	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Non-Financial Support for a Community Project	As agreed with the PMO	15	36	7	8	10	1	9	2	1	2	0	11	2	4	1	0	0	0	0	2	2	0	0	2	0	5	4	2	2	4	4	1	1	1	0	1	0	0	0	0	0	0	0		
Voluntary	Voluntary Community Benefit*	As agreed with the PMO	5	92	5	12	15	1	45	0	2	0	2	0	4	0	3	0	0	0	0	1	0	0	0	0	0	10	10	12	10	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	

City Deal Programme Summary up to Q4 1819 (31 March 2019)			
City Deal Contract Indicators - Totals	Under £50,000	Over £50,000	Total
Value of Contracts Awarded to Date	£4,167,874	£147,775,185	£151,943,059
Number of Contracts Awarded to Date	220	114	334
Value of Contracts Awarded with Contractual Community Benefit	£512,333	£134,894,695	£135,407,028
Number of Contracts Awarded with Contractual Community Benefit	20	76	96
Value of Contracts Awarded with Voluntary Community Benefit	£658,200	£453,644	£1,111,844
Number of Contracts Awarded with Voluntary Community Benefit	24	4	28
Tier 1 Supplier Development Indicators	Number of Contracts	Value of Awards	% of Total Value of Awards
Contracts Awarded to Local Company	174	£31,547,161	21%
Contracts Awarded to an SME	116	£39,459,104	26%
Contracts Awarded to a Local SME	77	£12,039,040	8%
Tier 2 Supplier Development Indicators > £2m	Number of Contracts	Value of Awards	% of Total Value of Awards
Contracts Awarded to Local Company	5	£13,175,824	9%
Contracts Awarded to an SME	6	£8,103,822	5%
Contracts Awarded to a Local SME	3	£544,805	0%
Glasgow City Region Community Benefit Outputs	Overall Number of Community Benefits Secured	Overall Number of Community Benefits Realised to Date	Number of Community Benefits <b>Not Realised</b> by Contract End Date
<b>Total Targeted Recruitment and Employment</b>	<b>146</b>	<b>109</b>	<b>5</b>
TRE01 - New Entrants – City Deal priority Groups	37	39	0
TRE02 - New Entrants – No relevant experience	43	23	4
TRE03 - New Entrant - Graduate	20	11	1
TRE04 - New Start - Apprentice	30	24	0
TRE05 - Completed - Apprentice	16	12	0
<b>Total Targeted Skills &amp; Training Total</b>	<b>404</b>	<b>281</b>	<b>72</b>
TST01 - Work Experience Placement (16 + years of age)	78	55	4
TST02 - Work Experience Placement (14 - 16 +years of age)	69	32	18
TST03 - Work Experience Placement - Graduate	45	23	16
TST04 - Careers Event	97	86	17
TST05 - Site Visit	81	70	14
TST06 - School Mentoring or Enterprise Programme	34	15	3
<b>VTQ - Vocational Training Qualification Total</b>	<b>65</b>	<b>31</b>	<b>3</b>
VTQ01 - S/NVQ (Or equivalent) for Apprentices	5	0	0
VTQ02 - S/NVQ (Or equivalent) for New Entrants	5	5	0
VTQ03 - S/NVQ (Or equivalent) for Graduates	1	0	0
VTQ04 - S/NVQ (Or equivalent) for Existing Employees	16	6	3
VTQ05 -Specialist Training Qualifications	38	20	0
<b>SCD - Supply Chain Development Total</b>	<b>53</b>	<b>41</b>	<b>1</b>
SCD01 - Supply Chain Briefing with SME's	35	19	1
SCD02 - Business Mentoring for a SME's	18	22	0
<b>CCE - Community Engagement</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>
CCE01 - Financial Support for a Community Project (Ks)	124	£50.8K	£32K
CCE02 - Non-Financial Support for a Community Project (Number)	51	36	4
<b>VCB1 - Voluntary Community Benefit</b>	<b>97</b>	<b>92</b>	<b>3</b>
<b>Total Opportunitites</b>	<b>816</b>	<b>590</b>	<b>88</b>