

Glasgow City Region City Deal

Programme Status Report

Quarterly Report for the period:

Quarter 3: 1st October – 31st December 2019

1. PURPOSE

1.1 This Quarterly Programme Status Reports includes an overview of:

- projects' key milestone dates;
- benefit realisation performance;
- financial monitoring information;
- programme risks' programme issues;
- change control requests for approval;
- an update on the progress with the actions within the Annual Implementation Report.

2. RECOMMENDATIONS

2.1 Cabinet is invited to:

- a) Note the content of the report;
- b) Approve the Change Controls submitted in the period as set out below at 4.1;
- c) Approve the recommendations set out in relation to responding to the governments' comments on the Assurance Framework as set out at para 10.1.2;
- d) Approve the final payment of £176,346 to SQW for the National Evaluation Panel at Gateway Review 1, subject to the condition described below at 10.2.5.

3. PROJECT STATUS SUMMARY AS AT 17/01/20

3.1 The Project Status Summary table at

3.2 [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.

3.3 The Project Summary Table shows that, as at the end December 2019:

- no projects are reporting a Red status;
- 12 (of 21) Infrastructure Programme projects and one (of three) Skills and Employment Programme projects have one or more project element reporting at Amber status; and
- the vast majority of key project elements continue to report at Green and/or Complete.

4. CHANGE CONTROLS REQUESTS

4.1 Four Change Control Requests have been received in the period for the following projects:

- North Lanarkshire Council (NLC): Eurocentral Park and Ride. Change in Timeline for:
 - **OBC approval date revised from August 2020 to February 2021 i.e. +6 months.** It should be noted that the approval date was previously restated from the PBC baseline of January 2020, **resulting in an overall movement from PBC baseline of +13 months;**
 - **FBC approval date revised from May 2021 to November 2021 (+6 months);**
 - NLC has confirmed to the PMO that the revision of the OBC and FBC approval dates is not expected to impact upon the construction start date of January 2022 (previously restated from PBC baseline of July 2021) and end date of December 2022.
- North Lanarkshire Council: Ravenscraig Infrastructure Access. Change in Timeline for:
 - **OBC approval date revised from May 2020 to August 2020 (+3 months);**
 - NLC has confirmed to the PMO that the revision of the OBC approval date is not expected to impact upon other key milestone dates including the construction completion date of September 2025.
- North Lanarkshire Council: Orchard Farm Roundabout. Change in Timeline for:
 - **OBC approval from April 2020 to October 2021 i.e. +18 month; and**
 - **FBC approval date from August 2020 to December 2021 i.e. +16 months;**
 - NLC is not able to advise what impact this change will have on the construction start and end dates as these are yet to be confirmed with the site developer.
- North Lanarkshire Council: Gartcosh Glenboig Link Road. Change to Benefits for:

- **the quantity of the project outputs to be delivered.** The PMO is content that the change is due to improved accuracy of measurement and does not represent a reduction in project outcomes. The updated figures will be amended within programme benefits reporting.

5. PROGRAMME RISKS

5.1 On 26th November 2019, the Chief Executives' Group (CEG) participated in a facilitated workshop aimed at identifying and prioritising Programme risks, following which the Programme Risk Register has been refreshed with all risks redefined and rescored.

5.2 The refreshed risk register is at [Appendix 2](#). It shows that:

- there are 13 Programme risks;
- no risks are rated as 'very high' or 'high';
- 7 are 'medium';
- 6 risks are rated as 'low'.

6. PROGRAMME ISSUES

6.1 The Programme Issue Log has been updated and all updates are noted in bold and italics in [Appendix 3](#).

7. PROGRAMME BENEFITS

7.1 Key project benefits delivered to date (end of Q3 2019/20) based upon the 20 approved OBCs and 36 approved FBCs are set out in the table below:

Benefits	Estimated Total Project Benefit by 2035	Estimated Project Benefits Delivered by Gateway Review 2 (2024)	Benefits Delivered to Date (<i>Delivered in previous quarter</i>)
Blue Green Infrastructure (Sqm)	199,862	199,862	24,180
Public Realm created (Ha)	37	25	13
Cycle Routes created (km)	54	46	3
Junctions (New)	5	5	2
Junctions (Improved)	101	89	8 (3)
Pedestrian Routes created (km)	30	23	2
Road Bridges (New)	4	4	1
Road created (New) (Km)	23	23	4
Road enhanced (Km)	34	24	4 (1)
Park and Ride (new) (number of spaces)	155	155	155
Total Area reclaimed, (re)developed or assembled (Ha) as a result of project	943	469	89
Total Area of Opportunity Sites (Ha)	580	301	43
Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register (Ha)	158	70	9
Financial, Professional and Other Services [Class 2] (sqm)	40,412	21,860	(1,860)

Benefits	Estimated Total Project Benefit by 2035	Estimated Project Benefits Delivered by Gateway Review 2 (2024)	Benefits Delivered to Date (<i>Delivered in previous quarter</i>)
Non-residential Institutions [Class 10] (sqm) (e.g. Educational floorspace)	9,515	4,005	4,005
No of New Residential Units	19,071	9,609	1,222 (167)

7.2 Of the benefits reported in Q3 2019/20:

- 1 junction improvement reported by SLC Newton CGA; 2 reported by SLC's Hamilton Community Growth Area (CGA);
- 1km of enhanced road Reported by Hamilton CGA;
- 1,860sqm of financial/professional floorspace reported by ERC for the Business Boost project;
- 28 new housing units reported by NLC in relation to the Gartcosh Glenboig Link Road;
- 32 new housing units reported by ERC's Barrhead South project;
- 9 new affordable housing units by SLC's Larkhall CGA;
- 54 new housing units by SLC's Hamilton CGA; and
- 44 new housing units by SLC's Newton CGA.

8. PROJECT-LEVEL ISSUES

8.1 The following section provides an overview of the projects elements which are reporting at Amber and the related issue(s).

East Renfrewshire Council

- Railway Station and allied works reports at Amber on timeline due to revised programme in light of Transport Scotland's GRIP/STAG process.

Glasgow City Council

- 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 and developer integration requirements into the programme. Completion date to be determined by MA.
 - NGIWMS Cowlares Link reports at Amber on timeline due to FBC submission postponed from January 2020 to August 2020 (8 month delay).
- 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.
 - Hillington/Cardonald SWMP Ph. 2 Timeline is reporting at Amber due to the amended provisional FBC CEG approval date (March 2020 instead of October 2019 – 5 month delay).

- Hillington/Cardonald SWMP Ph. 3 Timeline is reporting at Amber due to the amended provisional FBC CEG approval date (March 2020 instead of October 2019 – 5 month delay).
- Drumchapel SWMP Timeline is reporting at Amber due to slippage with FBC CEG approval date (January 2020 instead of November 2019 – 2 month delay).

Inverclyde Council

- 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 (probable outturn).
- Ocean Terminal - Marine Works reports at Amber on timeline due to delay in gaining approval for a dredging license.

North Lanarkshire Council

- Eurocentral: Park & Ride/Share reports at Amber on timeline due to delay to OBC and FBC submission dates as set out within para 4.1.
- Orchard Farm Roundabout reports at Amber on timeline due to delay to OBC and FBC submission dates as set out within para 4.1.
- Ravenscraig Infrastructure Access reports at Amber on timeline due to delay to OBC submission date as set out within para 4.1.

South Lanarkshire

- Cathkin Relief Road reports at Amber on timeline due to delay with the tendering of complementary works (original completion date was January 2017).
- Greenhills Road/A726 Dual Carriageway reports at Amber on timeline due to the main work elements completion moving to Autumn 2020 from July 2020 and snagging works continuing through Winter 2020 (from original completion date of July 2020).
- 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. Previous report indicated a provisional FBC submission in 2021 and now it has moved forward of 3 years (new provisional date is 2024).
- Glengowan Primary School Extension timeline is reporting at Amber due to the amended provisional FBC CEG approval date (January 2021 instead of October 2020 – 3 month delay).
- Larkhall Nursery Extension reports at Amber on scope due to completion of feasibility work to determine the most appropriate location for the new facility the site for the project is confirmed as Robert Smillie Primary School in the Strutherhill area of Larkhall (originally it was planned to be located in the Chatelherault site and on timeline due to the amended FBC CEG approval date (January 2021 instead of July 2020 – 6 month delay) and the amended site start date (April 2021 instead of July 2020 – 6 month delay).

- A72 Lanark Road / M74 Signalisation reports at Amber on timeline due to the revised FBC CEG approval date (October 2020 instead of May 2020 – 5 month delay) due to slippage on the project consultants tender return date.

Regional Projects

- Airport Access reports at Amber on scope and timeline due to current work on the development of the technical solution and revised OBC. A detailed report on the project's progress will be submitted to the Cabinet on 7th April 2020.

Skills Projects

- The short term Working Matters Successor project is reporting as Amber for timeline and finances. The project will be restated to Green in the coming period following the approval by the CEG on 30th January 2020 to the extension of the project until the end of July 2020.

9. PROGRAMME FINANCIAL REPORTING

9.1 PMO Budget

- 9.1.1 The PMO budget is £1.289m for 2019/20. The budget projection indicates projected spend will be in line with budget in 2019/20.

9.2 Expected Spend Vs Business Case Approvals By Project

- 9.2.1 Table 1 below details the total expenditure per project from the latest estimates as at 31 December 2019. This is then compared with cumulative projected spend, previous years spend, profiled spend in 2019/20, the projected spend for 2019/20, the 2019/20 baseline and the 5 year projected spend. This table includes the £1bn from the Scottish and UK Governments and the £130m member authorities' contribution.
- 9.2.2 Previous years spend for infrastructure projects was £156.7m. The actual spend for 2019/20 to quarter 3 is £43.3m compared with a profiled spend to quarter 3 of £49.1m due to underspends and overspends across a range of projects. The actual spend to date in 2019/20 of £43.3m represents 63% of the expected spend of £68.5m for 2019/20.
- 9.2.3 The cumulative to date spend as at Q3 2019/20 is £200.0m. The 5 year projected spend is £288.6m and the latest 5 year projected spend is £225.3m representing a reduction of £63.3m (22%). Funding approved to date totals £323.7m. The cumulative grant allocation to the end of 2019/20 is £150m.

CITY DEAL INFRASTRUCTURE FINANCIAL MONITORING															TABLE 1		
ACTUAL SPEND vs BUSINESS CASE APPROVALS BY PROJECT																	
AS AT 31 DECEMBER 2019																	
	Estimated Project Funding	Projected Cumulative Spend	Previous Years Spend	Actual Spend 2019/20	CTD Actual Spend	Profiled Spend to Q3 2019/20	Expected Spend 2019/20	Baseline 2019/20	Cumulative Projected Spend to 2019/20	5 Year Projected Spend to 2019/20	Funding Allowed through Business Case Stage Approvals	Previous Years Grant Allocation	Grant Allocation 2019/20	Cumulative grant/ cumulative projected spend			
Infrastructure Authority/Project																	
ERC M77 Strategic Corridor	44,000,000	44,000,000	7,733,145	2,640,906	10,374,051	2,833,000	3,656,669	3,893,000	11,389,814	11,900,000	11,612,480						
	44,000,000	44,000,000	7,733,145	2,640,906	10,374,051	2,833,000	3,656,669	3,893,000	11,389,814	11,900,000	11,612,480	6,273,000	1,338,000	67%			
Glasgow Canal and North (Sighthill)	73,390,000	73,422,327	54,462,692	945,705	55,408,397	5,044,428	4,243,502	10,992,264	58,706,194	78,000,000	68,543,000						
Glasgow Canal and North	15,900,000	15,910,000	5,343,707	1,180,651	6,524,358	1,669,402	2,248,402	2,263,857	7,592,109	-	-						
Glasgow City Centre	115,520,000	115,520,000	9,011,360	2,983,086	11,994,446	3,592,841	3,452,940	4,673,008	12,464,300	17,600,000	24,171,000						
Glasgow Clyde and Waterfront	113,900,000	113,900,000	4,212,651	1,796,022	6,008,673	1,850,170	3,153,425	3,862,971	7,366,076	19,800,000	10,055,000						
Glasgow Collegelands	27,000,000	27,000,000	3,629,918	866,846	4,496,764	931,399	2,251,985	2,439,212	5,881,903	7,100,000	6,488,000						
Glasgow MGSDP	40,200,000	40,157,673	8,004,306	7,204,524	15,208,830	5,284,190	9,545,041	7,060,420	17,549,347	16,200,000	27,690,000						
Total Glasgow	385,910,000	385,910,000	84,664,634	14,976,834	99,641,468	18,372,430	24,895,295	31,291,732	109,559,929	138,700,000	136,947,000	61,465,000	8,679,000	64%			
Inchgreen	9,427,000	9,427,000	1,000	20,000	21,000	75,000	150,000	150,000	151,000	-	150,000						
Inverkip	3,250,000	3,250,000	8,000	10,000	18,000	75,000	300,000	300,000	308,000	3,000,000	260,000						
Ocean Terminal	14,137,000	9,769,992	494,629	2,465,150	2,959,779	3,068,000	5,378,000	5,378,000	5,872,629	8,300,000	9,693,000						
Total Inverclyde	26,814,000	22,446,992	503,629	2,495,150	2,998,779	3,218,000	5,828,000	5,828,000	6,331,629	11,300,000	10,103,000	501,000	4,106,000	73%			
North Lanarkshire A8/M8	12,587,000	12,587,000	165,185	29,083	194,268	246,000	134,405	297,000	299,590	8,200,000	4,484,000						
North Lanarkshire Gartcosh/Glenboig	66,311,000	66,311,000	5,515,438	70,997	5,586,435	130,970	240,808	677,434	5,756,246	11,900,000	7,317,204						
North Lanarkshire Pan Orbital Transport Corridor	93,565,000	93,565,000	1,139,367	499,722	1,639,089	1,877,034	1,374,138	2,917,195	2,513,505	6,100,000	5,936,000						
Total North Lanark *	172,463,000	172,463,000	6,819,990	599,802	7,419,792	2,254,004	1,749,351	3,891,629	8,569,341	26,200,000	17,737,204	5,922,000	3,289,000	107%			
									-	-							
Renfrewshire CWRR	90,636,000	90,636,000	14,134,434	720,376	14,854,810	727,000	1,290,473	1,623,000	15,424,907	36,800,000	13,866,000						
Renfrewshire GAIAR	39,049,000	39,049,000	7,950,778	10,342,040	18,292,818	9,387,000	15,327,000	15,731,000	23,277,778	37,000,000	39,049,000						
Total Renfrewshire	129,685,000	129,685,000	22,085,212	11,062,416	33,147,628	10,114,000	16,617,473	17,354,000	38,702,685	73,800,000	52,915,000	17,409,300	5,749,000	60%			
South Lanarkshire Cathkin Relief Road	19,028,457	16,000,047	14,445,285	82,797	14,528,082	216,000	170,000	318,000	14,615,285	15,000,000	21,628,000						
South Lanarkshire Council Community Growth Areas	62,300,000	62,300,000	9,222,579	4,583,762	13,806,341	3,686,436	5,110,570	5,164,629	14,333,149	14,300,000	21,080,000						
South Lanarkshire Greenhills	25,688,011	25,688,011	7,358,417	6,136,545	13,494,962	6,757,067	9,596,193	9,596,193	16,954,610	16,800,000	25,688,011						
South Lanarkshire Stewartfield Way	62,212,230	62,212,230	203,782	75,308	279,090	135,000	100,000	262,677	303,782	1,200,000	1,205,500						
South Lanarkshire Total	169,228,698	166,200,288	31,230,063	10,878,412	42,108,475	10,794,503	14,976,763	15,341,499	46,206,826	47,300,000	69,601,511	24,951,000	4,430,000	64%			
West Dunbartonshire -EXXON	27,897,000	27,897,000	1,309,931	116,660	1,426,591	1,100,000	269,000	2,000,000	1,578,931	3,900,000	9,601,000	1,075,000	1,710,000	176%			
Airport Link	144,294,000	144,294,000	2,403,325	495,671	2,898,996	464,000	530,489	700,000	2,933,814	6,300,000	15,149,000	2,403,700	699,000	106%			
EDC/SPT **	30,000,000	34,880,000	-	-	-	-	-	-	-	200,000		-	-				
Risk Adjustment										-31,000,000							
TOTAL INFRASTRUCTURE	1,130,291,698	1,127,776,280	156,749,929	43,265,851	200,015,780	49,149,937	68,523,040	80,299,860	225,272,969	288,600,000	323,666,195	120,000,000	30,000,000	67%			

*North Lanarkshire Council Projects' viement still to be actioned between projects as await submission of Business Case.

**Subject to Cabinet approval of East Dunbartonshire Council's Place and Growth Project Business Case on 12 February 2020

10. ANNUAL IMPLEMENTATION PLAN UPDATE

10.1 Assurance Framework – Government Feedback

10.1.1 The Assurance Framework was approved at Cabinet on 8 October 2019 with the Cabinet agreeing that the Assurance Framework and its accompanying key supporting governance documents be operationalised by the City Deal PMO. It also noted that the Director of Regional Economic Growth would advise Cabinet of, and seek approval for, any further changes which might be required following receipt of the UK and Scottish governments' feedback.

10.1.2 The PMO received feedback regarding the Assurance Framework on Wednesday 13th November from the Scottish Government's Deputy Director – Business Engagement and Regional Economic Development. The comments received were provided on behalf of both governments. The governments' feedback was subsequently shared with Chief Executives and they were asked to feedback on behalf of their individual Member Authorities to the Director of Regional Economic Growth by Tuesday 17th December 2019. Two Member Authorities have provided comment to the PMO – Renfrewshire Council and West Dunbartonshire Council. A number of comments related to matters of clarification/accuracy (e.g. Group names etc) within the Assurance Framework, all of which it is proposed will be addressed. Five of the governments' comments/recommendations relate to changes to existing governance arrangements. The suggestions and a proposed next step for addressing each is set out in the table below (A-E).

	Government Comments/Recommendations	Proposed next steps
A	The Assurance Framework identifies Glasgow City Council as the 'Lead Authority' for the Deal. Suggest this is replaced with provisions for an 'Accountable Body'.	Seek further clarity from UK and Scottish Government of the definition of Accountable Body.
B	Suggest partners formally review Glasgow City Council (GCC) Chairing the Cabinet and the Chief Executives Group on an annual basis, with consideration given to rotating the Chair of both groups to other parts of the Region.	Complete a review of CEG and Cabinet membership, roles and remits and standing orders as part of the annual update to the Assurance Framework scheduled for October 2020.
C	Consider augmenting the CEG to with representatives from FE/HE, national agencies, and particularly the private sector, in order to ensure the Deal's impact and legacy are maximised.	Complete a review of CEG membership, roles and remits as part of the annual update to the Assurance Framework scheduled for October 2020.
D	Suggest GVA impact / minimum BCR as the dominant consideration in the Programme Prioritisation Framework is unnecessarily restrictive. Suggest PMO and Support Groups are empowered to consider the viability of proposals more broadly, without arbitrary	To be considered how this can be accommodated if, and when, programme funds become available for reallocation and Programme Prioritisation Framework is to be applied.

	Government Comments/Recommendations	Proposed next steps
	weightings necessarily being given to each criterion.	
E	The AF does not currently make provision for shared risk regarding possible sunk costs. Suggest Regional Partners reflect on this issue in more detail with both governments over the coming months.	Schedule a meeting in Feb/Mar between the Director of Regional Economic Growth and government officials to discuss potential approaches with a subsequent update CEG.

10.2 Gateway Review 1

10.2.1 The Gateway Review 1 Challenge Session took place on Thursday, 16 January 2020. The representatives attending the session for Glasgow City Region included Annemarie O'Donnell, Chair of the Chief Executives' Group, Lorraine McMillan, Chief Executive of East Renfrewshire Council, Martin Booth, Chair of the Finance Strategy Group, Kevin Rush, Director of Regional Economic Growth, Carol Connolly, Head of City Deal, Glasgow City Council, Andrew Cahill, Director of Environment, East Renfrewshire Council and Michael McGlynn, Executive Director of Community and Enterprise Resources, South Lanarkshire Council.

10.2.2 The agenda for the session included:

- a presentation by Kevin Rush reflecting on the Gateway Review 1 evaluation process,
- a discussion on partnership working focussing on governance arrangements and private sector engagement,
- project development and delivery (with presentations on the three projects subject to impact evaluation – Cathkin Relief Road, M77 Strategic Corridor, and Canal & North Gateway), and
- a Strategic Forward Look for 2021/20 to 2024/25.

10.2.3 At the meeting on the 10th April 2018, Cabinet agreed to enter into a contract with SQW Consulting Ltd to deliver the National Evaluation Panel function for the City Deal's Gateway Review 1 to total cost of £267,658.

10.2.4 A series of contract milestones, based around the delivery of the key Gateway Review reports agreed with Cabinet, have been met by SQW and the final suite of reports were submitted to the UK Government and Scottish Government on 1st November 2019. Cabinet is invited to approve the final payment of £176,346 to SQW which was due on their provision of the Final Gateway Review Report.

10.2.5 This payment is subject to withholding a sum of £6,222 to be paid following the delivery of the contractual community benefit by SQW. This community benefit will entail the provision of work experience for graduate interns who will be working with the Glasgow City Region Intelligence Hub in summer 2020.

10.3 Legal and Procurement Support Group Update

10.3.1 The first meeting of the new Sustainable Procurement Group to focus on strategic engagement on national and regional procurement and community benefit policy and delivery is due to take place on 18th February 2020. The PMO will develop an initial Role and Remit for the group for subsequent approval by the Chief Executives' Group.

10.4 Community Benefit Support Group Update

10.4.1 The Group is continuing to review and refresh the City Deal Buyers (and Suppliers) Guidance. The Group has identified a list of City Deal Priority Groups - individuals or groups experiencing one or more identified barriers – which it is proposed receive additional points within the Community Benefits Menu.

- Affected by Homelessness
- Unemployed (6 months +)
- Care Experienced
- Ex-Offender
- Lone Parent
- Person with Disability
- Person with Learning Condition
- Parent with 3+ children
- Parent with a child with a disability
- Minority Ethnic
- Mother with youngest child < 1 year old
- Mother aged <25 years
- School Leaver / Attainment Gap
- Women Returners
- Affected by Mental Health Issues
- Affected by Neurological Condition
- Parent – Term Time/Flexible Hours
- Under-represented Gender
- Ex Service Personnel
- Affected by substance misuse.

10.4.2 In order to accommodate some of the known barriers faced by priority groups, the revised menu also includes for the first-time part-time employment opportunities. The proposed points allocation is still under discussion. The full menu will be brought to a future meeting of the CEG for approval.

10.4.3 The Contract and Community Benefit Programme Summary for Q3 2019/20 (covering the period to 31 December 2019) is provided at [Appendix 4](#) of this report.

10.5 Communication, Marketing and Stakeholder Engagement Support Group

10.5.1 In December, the PMO hosted a visit from representatives from the Cardiff City Deal PMO who were keen to learn about our progress to date and work on the first Gateway.

10.5.2 The start of the year saw coverage in various media, including STV, press, trade press and BBC online on the Glasgow Airport Access Project and the project's role in the Connectivity Commission proposals. A media briefing issued in late December generated coverage in the local and trade press, including the Scotsman, Construction Now and the Barrhead News (from a localised version issued by ERC). South Lanarkshire Council will issue a localised version in the near future. Further

media planned or underway for the first part of the year includes features in the local government Municipal Journal, the February / March Glasgow Chambers magazine, The Scotsman's Vision business magazine (March) and in The Developer publication.

10.5.3 The January Director's Blog focuses on the year ahead and the next five years, and sets out how we are accelerating our ambitions.

Appendix 1: Project Summary Table

The 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 endnotesⁱ. 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.

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	End of construction
INFRASTRUCTURE PROGRAMME											
East Dunbartonshire Council in partnership with Strathclyde Partnership for Transport and Glasgow City Council											
1. Place and Growth Programme		F	F	n/a	F	F	F	F	F	TBC	TBC
East Renfrewshire Council											
2. M77 Strategic Corridor		C	C	n/a	F	G	A	G	G	see below	see below
	Levern Works			C	C	C	C	C	G	18/08/2015	01/08/2016
	East Renfrewshire Business Boost			C	C	G	G	G	G	30/11/2017	01/03/2019
	Aurs Road Realignment			C	F	G	G	G	G	26/03/2020	Apr 2021
	Balgraystone Road			C	C	G	G	G	G	28/03/2019	01/12/2019
	New Railway Station and allied works			F	F	G	A	G	G	Oct 2020	Aug 2021
	Levern Valley Link			F	F	G	G	G	G	Sep 2024	Nov 2025
	Dams to Darnley Visitor Centre			F	F	G	G	G	G	May 2021	Apr 2022
Glasgow City Council											
3. Canal and North Gateway		C	C	C	F	G	A	G	G	see below	see below
	FBC1: Sighthill: Remediation (Contract 1)				C	C	C	C	G	15/12/2015	09/11/2017
	FBC 2: Sighthill Remediation (Contract 2)				C	G	A	G	G	18/10/2016	20/01/2020
	FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill				C	G	G	G	G	29/03/2018	01/07/2019
	FBC4: NGIWMS				C	G	G	G	G	29/03/2018	07/06/2019
	NGIWMS: Cowlairs Link				F	G	A	G	G	27/08/2020	10/07/2021
	FBC 5: North Canal Bank Street / Landscape Link				C	G	G	G	G	29/05/2019	14/03/2020
	FBC 7: Sighthill M8 Pedestrian Bridge				F	G	G	G	G	30/01/2020	12/06/2021
	FBC 6: Speirs Lock: Garscube Toll & Links				C	G	G	G	G	28/11/2019	23/07/2020
	Port Dundas: Dobbies Loan				F	G	G	G	G	23/04/2020	May 2021
	Port Dundas: Pinkston Access and Remediation				F	G	G	G	G	24/09/2020	Sep 2021
	Cowlairs: Remediation & Servicing				F	F	F	F	G	Mar 2021	Mar 2022
4. Collegelands Calton Barras		C	C	C	F	G	G	G	G	see below	see below
	Improving Public Transport: High St Station				F	G	G	G	G	27/08/2020	Feb 2021
	Meat Market Roads and Infrastructure				F	G	G	G	G	26/03/2020	28/02/2021
	FBC 2: Meat Market Site Remediation				C	G	G	G	G	20/06/2019	17/10/2019
	CBAP: Development Deficit Grant Scheme				F	G	G	G	G	Nov 2020	Jan 2022

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	End of construction
	FBC 3: Junction Improvements				C	G	G	G	G	20/06/2019	26/03/2020
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1				C	C	C	C	G	24/05/2017	01/07/2018
5. City Centre Enabling Infrastructure Integrated Public Realm					F	G	G	G	G	see below	see below
	FBC1: Sauchiehall Street West Phase 1				C	C	C	C	G	01/12/2017	01/05/2019
	Block A - Argyle St West (M8-Hope Street)				F	G	G	G	G	23/04/2020	Apr 2022
	Block A - Argyle St East (Hope Street-Glasgow Cross)				F	G	G	G	G	24/09/2020	Sep 2022
	Block A - St Enoch's Square - Dixon Street				F	G	G	G	G	24/09/2020	Sep 2022
	Block A - Bath Street East-Cathedral Street				F	F	F	F	G	Feb 2021	Feb 2023
	Block A - Kyle Street - North Hanover Street				F	F	F	F	G	Feb 2021	Feb 2023
	Block A - The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)				F	G	G	G	G	26/03/2020	Sep 2021
	Block A - Sauchiehall Street Precinct	C	C	C	F	G	G	G	G	21/05/2020	Nov 2021
	Block B - Holland Street/Pitt St				F	G	G	G	G	Nov 2020	Jun 2022
	Block B - Elmbank Street & Elmbank Crescent				F	G	G	G	G	Nov 2020	Jun 2022
	Block B - Glassford Street/Stockwell Street				F	F	F	F	G	Apr 2021	Oct 2022
	Block B - Broomielaw/Clyde Street				F	F	F	F	G	Sep 2021	Sep 2023
	Block C - Hope Street				F	F	F	F	G	Jun 2022	Dec 2023
	Block C - International Financial Services District				F	F	F	F	G	May 2022	May 2024
	Block C - St Vincent Street				F	F	F	F	G	Nov 2022	May 2024
	Block C - John Street				F	F	F	F	G	Apr 2022	Apr 2024
	Block C - George Street				F	F	F	F	G	Nov 2022	Nov 2024
	Intelligent Street Lighting				C	C	C	C	G	29/03/2018	16/06/2019
6. Metropolitan Glasgow Strategic Drainage Partnership					F	A	A	A	G	see below	see below
	FBC 1: Camlachie Burn				C	A	G	A	G	29/03/2019	05/07/2019
	FBC 2: Cardowan Surface Water Management Plan (SWMP)				C	G	G	G	G	02/08/2018	03/09/2019
	FBC 4: South East Glasgow SWMP				C	G	G	G	G	23/05/2019	Mar 2022
	FBC 3: Hillington/Cardonald SWMP- Phase 1 Moss Heights/Halfway Community Park				C	G	G	G	G	30/08/2018	03/05/2019
	Hillington/Cardonald SWMP - Ph 2	C	C	C	F	G	A	G	G	26/03/2020	May 2021
	Hillington/Cardonald SWMP - Ph 3				F	G	A	G	G	26/03/2020	May 2021
	FBC 5: Garrowhill/Ballieston SWMP				C	G	G	G	G	29/08/2019	Nov 2022
	Drumchapel SWMP				F	G	A	G	G	30/01/2020	March 2021
	Cockenzie St SWMP				F	G	G	G	G	21/05/2020	Jan 2023
	Fullerton Avenue SWMP				F	G	G	G	G	21/05/2020	Jan 2023

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	End of construction
	Eastern Springburn SWMP				F	G	G	G	G	21/05/2020	Jan 2023
	High Knightswood/Netherton SWMP				F	G	G	G	G	21/05/2020	Jan 2023
7. Clyde Waterfront West End Innovation Quarter					F	G	G	G	G	see below	see below
	Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm				F	G	G	G	G	21/05/2020	Jan 2022
	Develop. Econ. Role of GU - University Avenue and Campus Connections				F	F	F	F	G	Nov 2021	Jan 2023
	Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge				F	G	G	G	G	29/10/2020	Nov 2021
	Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link				F	F	F	F	G	Apr 2022	May 2023
	Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link				F	F	F	F	G	Apr 2021	May 2022
	Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge				F	F	F	F	G	Apr 2022	May 2023
	Investing in the Strategic Road Network to Unlock Development (M8 Jct19)				F	F	F	F	G	Jun 2022	Jun 2023
	Develop. Econ. Role of Queen Elizabeth University Hospital (QEUH) and Adjacencies - Development Deficit Funding 1				F	G	G	G	G	27/08/2020	Feb 2022
	Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 2				F	F	F	F	G	Feb 2021	Aug 2022
	Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3				F	G	G	G	G	27/08/2020	Jan 2022
	Developing the Economic Role of QEUH and Adjacencies - Access Improvements				F	G	G	G	G	27/08/2020	Mar 2022
	Developing the Economic Role of Yorkhill Hospital Site				F	G	G	G	G	29/10/2020	Oct 2021
	FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm	C	C	C	C	C	C	C	G	29/03/2018	22/04/2019
	CGAP Development Deficit Funding – Commercial Floorspace 1				F	F	F	F	G	Feb 2021	Feb 2022
	FBC 2: CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor)				C	G	G	G	G	20/06/2019	18/06/2020
	Access and Integrity of Waterfront The Briggait/Lancefield Quay				F	G	G	G	G	24/09/2020	Sep 2021
	Access and Integrity of Waterfront - Yorkhill Quay				F	G	G	G	G	29/10/2020	Oct 2021
	Access and Integrity of Waterfront - Windmillcroft Quay				F	G	G	G	G	24/09/2020	Sep 2021
	Access and Integrity of Waterfront - SEC - Active Travel				F	F	F	F	G	Apr 2021	Apr 2023
	Access and Integrity of Waterfront - Custom House Quay				F	F	F	F	G	Dec 2021	Dec 2023
	Access and Integrity of Waterfront - Calton Place				F	F	F	F	G	Dec 2021	Dec 2023
	Access and Integrity of Waterfront - Tradeston				F	G	G	G	G	24/09/2020	Sep 2021
	Access and Integrity of Waterfront - Govan Graving Docks				F	G	G	G	G	23/04/2020	May 2021
	Improving Connectivity between GU and QEUH - Govan-Partick Bridge				F	G	G	G	G	18/06/2020	Sep 2021
	Improving Connectivity between GU and QEUH - Active Travel Route (North)				C	G	G	G	G	31/10/2019	Oct 2020
	Improving Connectivity between GU and QEUH - Active Travel Route (South)				F	G	G	G	G	27/08/2020	Aug 2021
Inverclyde Council											
8. Inchgreen		C	F	n/a	F	G	G	G	G	Mar 2021	Mar 2022

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	End of construction
9. Ocean Terminal				n/a	F	G	A	G	G	see below	see below
	Marine Works	C	C	C	C	G	A	G	G	29/05/2019	Mar 2020
	Terminal Building			F	C	G	G	G	G	28/11/2019	Mar 2021
10. Inverkip		C	C	F	F	A	A	A	G	18/06/2020	Mar 2021
North Lanarkshire Council											
11. A8 M8 Corridor Access Improvements			n/a	n/a	F	G	A	G	F	see below	see below
	Eurocentral/Newhouse Park & Ride/Share	C	F	F	F	G	A	G	F	Nov 2021	Dec 2022
	Orchard Farm Roundabout		F	n/a	F	G	A	G	F	Nov 2021	TBC
12. Gartcosh/Glenboig Community Growth Area					F	G	G	G	G	see below	see below
	Glenboig Link Road - Phase 1	C	C	C	C	G	G	G	G	18/10/2016	01/06/2018
	Glenboig Link Road - Phase 2				C	G	G	G	G	30/12/2016	01/06/2018
13. Pan Lanarkshire Orbital Transport Corridor		C	n/a	n/a	F	G	G	G	G	see below	see below
	Ravensraig Infrastructure Access		F	n/a	F	G	A	G	F	01/06/2022	Sep 2025
	East Airdrie Link Road	C	F	n/a	F	G	G	G	G	Feb 2024	Sep 2026
	Motherwell Town Centre Interchange		C	C	F	G	G	G	G	29/10/2020	Sep 2021
Renfrewshire Council											
14. Clyde Waterfront and Renfrew Riverside (CWRR)		C	C	C	F	G	G	G	G	21/05/2020	Dec 2022
15. Glasgow Airport Investment Area (GAIA)		C	C	C	C	G	G	G	G	28/03/2019	Dec 2020
South Lanarkshire Council											
16. Cathkin Relief Road		C	C	C	C	G	A	G	G	23/05/2019	01/01/2017
17. Greenhills Road		C	C	C	C	G	A	G	G	23/05/2019	01/01/2017
18. Stewartfield Way Transport Capacity		C	F	n/a	F	G	A	G	G	Feb 2024	May 2026
19a. Community Growth Area (GCA) – Newton					F	G	G	G	G	see below	see below
	Newton CGA Park and Ride				C	C	C	C	G	24/05/2017	01/12/2017
	Newton Farm Primary School				C	C	C	C	G	03/02/2016	01/08/2017
	Westburn Roundabout				C	C	C	C	G	29/11/2018	01/09/2019
	Sustainable Transport Intervention				F	F	F	F	G	Jan 2021	Dec 2022
19b. Community Growth Area – Hamilton					F	G	G	G	G	see below	see below
	FBC1: Woodhead Primary School Extension				C	C	C	C	G	02/08/2018	01/08/2019

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	End of construction
	FBC2: Highstonehall Road Upgrade Works				C	C	C	C	G	29/11/2018	01/04/2019
	FBC3: Woodfoot Road Transport Corridor Improvements				C	C	C	C	G	25/04/2019	01/12/2019
	FBC4: Woodfoot Road/Wellhall Road Junction				F	F	F	F	G	Apr 2021	Dec 2021
	FBC5: Wellhall Road/Hillhouse Road Junction				F	F	F	F	G	Apr 2021	Dec 2021
	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions				F	F	F	F	G	Apr 2022	Mar 2023
	FBC7: Calderside Academy				F	F	F	F	G	May 2021	Aug 2024
19c. Community Growth Area - Larkhall			C	C	F	A	A	G	G	see below	see below
	Holy Cross High Extension				F	F	F	F	G	01/02/2022	Aug 2024
	Glengowan Primary School Extension				F	G	A	G	G	28/01/2021	Aug 2021
	Larkhall Nursery Extension				F	A	A	G	G	28/01/2021	Aug 2021
	Merryton Roundabout & Link Road				F	F	F	F	G	Feb 2022	Aug 2023
	A72 Lanark Road / M74 Signalisation				F	G	A	G	G	29/10/2020	TBC
	M74 Works				F	F	F	F	G	Apr 2023	Jun 2024
	Community Facility				F	F	F	F	G	Feb 2022	Oct 2023
19d. Community Growth Area - East Kilbride			C	C	F	G	G	G	G	see below	see below
	Park and Ride Facility - Hairmyres				F	F	F	F	F	01/04/2023	Mar 2024
	New Primary School (Phase 1) - Jackton				F	G	G	G	G	21/05/2020	Aug 2021
West Dunbartonshire Council											
20. Exxon Site Development Project		C	C	C	F	G	G	G	G	Nov 2020	Jun 2023
Regional Projects											
21. Airport Access (Regional Project)		C	C	F	F	A	A	G	G	Dec 2022	Dec 2025
INNOVATION PROGRAMME											
	ICE - Imaging Centre of Excellence	n/a	n/a		C	C	C	C	G	12/04/2016	complete
	Medicity	n/a	n/a		C	C	C	C	G	12/04/2016	complete
	Tontine	n/a	n/a		C	C	C	C	G	06/06/2017	complete
SKILLS & EMPLOYMENT PROGRAMME											
	Working Matters (Successor Programme)	n/a	n/a		C	G	A	A	G	17/03/2015	n/a
	In Work Progression	n/a	n/a		C	C	C	C	C	17/03/2015	n/a
	Youth Gateway Guarantee	n/a	n/a		C	C	C	C	C	15/10/2015	n/a

Project Summary Table Key

Code	Status	Definition
C	Complete	Project element complete
R	Red	Successful delivery of the project as detailed in the business case appears to be unachievable. There are major issues regarding project scope (quality/quantity), timeline, finance and/or benefits realisation, 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 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	Projects with a forecasted date for FBC submission more than 1 year away.
	Live	Projects which are currently underway or have a forecasted FBC submission date within 1 year.
n/a		Not applicable
TBC		To be confirmed by Member Authorities to the PMO.

Appendix 2: PROGRAMME RISK REGISTER

Glasgow City Region City Deal PROGRAMME RISK REGISTER																		
Programme Director			Kevin Rush															
Date updated:			24/01/2020															
Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement in period
rsk 0001	24/01/2020	Open	Finance	Programme Expenditure Projections	RISK: Failure to provide accurate Projections for programme spend for the Infrastructure Fund Projects which will be used for financial planning and grant allocation exercise. CAUSE: Member Authorities (MAs) fail to adequately project expenditure. EFFECT: Programme may underspend against grant receipt and impact upon release of future tranches of investment funding.	PMO-Assistant Head	PMO-Finance Manager	4	3	12	High	FSG reviews and monitors programme spend projections and escalates to the CEG where required. MAs requested and provided 2019/20 spend Projection and quarterly phasing. The latest financial information until the end of June 2019 has been shared with the National Evaluation Panel (NEP) for inclusion in their Gateway Review Report. The report by the NEP submitted for GR1 demonstrates that programme spend is in excess of grant received.	3	2	6	Medium	24/01/2020	↔
rsk 0002	24/01/2020	Open	Finance	Green Book Compliance	RISK: Inadequate implementation of Green Book methodology resulting in challenges to Business Case approvals made by CEG/Cabinet CAUSE: MAs submitting non-compliant BCs and external consultancies/PMO failure to appraise BC in compliance with Green Book. EFFECT: Loss of grant, further work on business cases, requirement to re-assess and approve existing Projects.	PMO-Assistant Head	PMO-Finance Manager	4	3	12	High	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.	3	2	6	Medium	24/01/2020	↔
rsk 0003	24/01/2020	Open	Delivery / Finance	Business Case (BC) Approval Process	RISK: Delay in development and approval of Businesses Cases CAUSE: MAs submission of non-compliant BCs. Lack of PMO resources to appraise BCs/MA resources to develop. EFFECT: Potential delay to Project delivery and impact to milestone achievement resulting in potential reduction in realisation of benefits.	PMO-Assistant Head	PMO-Assistant Head	4	3	12	High	Guidance on Economic Impact Assessment development issued to MA's. Ongoing programme of Green Book training for PMO and MA staff (latest 8/10/19). Member Authorities provide PMO with a schedule of Business Case submission. MAs self-assess against Appraisal Template prior to submission to PMO for appraisal.	3	2	6	Medium	24/01/2020	↔
rsk 0004	24/01/2020	Open	Financial	Alignment with new / emerging policies and investment programmes	RISK: Misalignment of City Deal objectives with emerging National, Regional and Local Strategies (i.e. Local Transport Strategies, Strategic Transport Projects Review (STPR2), Rail Investment Strategy etc.) and investment plans (e.g. of public utilities). 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	PMO-Assistant Head	PMO-Assistant Head	4	3	12	High	New commitments from Cabinet to contribute to new / emerging policy priorities including Inclusive Growth and Tackling Poverty. Annual refreshing of the Programme Business Case to show policy alignment. Flexibility within the Programme Prioritisation Framework to respond to new priorities. Joint working between Infrastructure Portfolio Group and utilities to complement and support investment programmes. Programme Dependency Register will be used to identify and manage dependencies with other public/private sector agencies.	3	2	6	Medium	24/01/2020	↔
rsk 0006	24/01/2020	Open	Finance, Economic	Business impacts due to Brexit	RISK: Impact of Brexit on construction sector CAUSE: construction material not readily available due to additional entry barriers 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.	PMO-Director of Regional Economic Growth	PMO-Assistant Head	4	3	12	High	Local authorities have established working groups to identify and mitigate for impacts. Project Business Cases are developed with optimism bias and contingency allowances. Ongoing four-weekly financial monitoring of project delivery/finances.	3	2	6	Medium	24/01/2020	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement in period
rsk 0008	24/01/2020	Open	Socio-Political	Political and public support for City Deals / Growth Deals	RISK: Loss of political and/or public support for the City Deal CAUSE: Political decisions / change in policy priorities / local opposition to individual projects EFFECT: City Deal/Growth Deal Programme funding impacted / negative public perception of Deal projects	PMO-Director of Regional Economic Growth	PMO-Assistant Head	4	3	12	High	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.	3	2	6	Medium	24/01/2020	↔
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 EFFECT: Projects fail to deliver the economic benefits and follow on private sector investments. Impact on Payment By Result targets	PMO-Director of Regional Economic Growth	PMO-Legacy Manager	4	3	12	High	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 to be extended to support benefits realisation at a Programme level. Regional Investment Prospectus which serves to attract private sector capital investment under development. Portfolio working groups addressing wider place-making and investor attractiveness via development of refreshed Regional Economic Strategy	3	2	6	Medium	24/01/2020	↔
rsk 0005	24/01/2020	Open	Financial / reputational	Governance procedures are not fit for purpose	RISK: Governance processes and procedures are not fit for purpose resulting in noncompliance 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.	PMO-Assistant Head	PMO-Assistant Head	4	3	12	High	The updated Assurance Framework and Programme Business Case were approved by Cabinet on 8/10/19.	3	1	3	Low	24/01/2020	↔
rsk 0007	24/01/2020	Open	Financial	Public Sector/Partner Funding Availability	RISK: Member Authority and Partner funding contributions do not materialise CAUSE: Pressures on public sector funding/expenditure, increase in interest rates and borrowing costs EFFECT: Impact on Member Authorities' capital borrowing and revenue funding	PMO-Director of Regional Economic Growth	PMO-Finance Manager	3	2	6	Medium	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.	2	1	2	Low	24/01/2020	↔
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 EFFECT: reduced grant due to failure to meet Deal Payment by Results targets	PMO-Assistant Head	PMO-Legacy Manager	4	2	8	Medium	All Project output and outcome data included within Programme Business Case. Delivery of project outputs. Four-weekly monitoring of change in scope/timelines and finances of individual Projects.	3	1	3	Low	24/01/2020	↔
rsk 0011	24/01/2020	Open	Delivery	Skills gaps	RISK: Lack of appropriate skills and labour being available to deliver infrastructure Projects. CAUSE: Shortage of skills to deliver the GCRCD Programme/Projects. Construction companies unable to meet timescale. Project commencement delayed. EFFECT: Project not being delivered in the planned timescale and forecasted cost.	PMO-Director of Regional Economic Growth	PMO-Legacy Manager	3	2	6	Medium	City Deal PMO sharing Programme skills requirements with further and higher education institutions via the Skills and Employment Working Group. Agree timetable and process with bidders during Competitive Dialogue.	2	2	4	Low	24/01/2020	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement in period
rsk 0012	24/01/2020	Open	Legal	Project bidders lack of interest / competition	RISK: Failure to secure interest in the Project from bidders and failure to retain bidders. CAUSE: Lack of competition leading to higher cost. EFFECT: Increased Project cost (impact on NPV), delay in Project delivery.	PMO-Assistant Head	PMO-Communication Manager	3	2	6	Medium	Continued business engagement activity via Supplier Development Programme activity including a City Deal Supplier Engagement Event Summer 2020. 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.	2	1	2	Low	24/01/2020	↔
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.	PMO-Assistant Head	PMO-Legacy Manager	3	2	6	Medium	Develop and implement more sustainable solutions in service delivery for the benefit of all. Appropriate standards in the Output Specification. Close liaison with Sustainability Officers. Environmental and circular economy aspects to be identified and costed at the Projects outset and included throughout the Projects design and construction.	2	2	4	Low	24/01/2020	↔

Appendix 3: PROGRAMME ISSUES LOG

Glasgow City Region City Deal PROGRAMME ISSUE LOG														
Programme Director		Kevin Rush												
Date updated:		24/01/2020												

Issue Ref:	Date Raised	Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholders	Target / Timescale	Priority	Status	Date Checked	Date Closed
is_0013	14/11/2017	Professional	MA	PMO - Programme Mgr	Submission of Business Cases by MAs	Member Authorities submitting late and incomplete fragmented Business Cases to the PMO for appraisal.	Some business cases are submitted to the PMO by MAs either late and/or incomplete. This causes a significant challenge to the PMO in appraising the Business Case within the timescale and potentially compromises the quality of the appraisal and the recommendation made to CEG and Cabinet. The submission of late and/or incomplete business compromises the business case approval process and the outsourcing of reviewers to form the appraisal team.	MAs should submit a business case that has been reviewed and approved by their MA Project Sponsor and meet the agreed business case submission timescales, and the document submitted should be the complete version.	PMO / MA	Feb-20	Low	Open	24/01/2020	

ISSUES CLOSED IN PERIOD														
is_0009	19/05/2017	Governance	MA	PMO - Director Region Growth	Operation of the Glasgow City Region Economic Leadership Board (ELB)	The ELB was established in October 2016 to ensure engagement between GCR and the private sector.	Additional opportunity to engage with the private sector not achieved	Reason for closure: Economic Delivery Group and Regional Partnership remits to be extended to include supporting the delivery of City Deal Benefits.	CAB / CEG	Ongoing	Medium	Closed	24/01/2020	24/01/2020

Appendix 4: CITY DEAL CONTRACT PROGRAMME SUMMARY

City Deal Contracts and Benefit Outcome Cumulative Programme Summary Q3 1920 (up to end 31 st December 2019)							
City Deal Contract Awards	Under £50,000	Over £50,000	Cumulative Totals to Date			Previous Period Totals	Difference in Period
Number of Contracts Awarded to Date	229	138	367			364	3
Value of Contracts Awarded to Date	£4,342,786	£196,688,857	£201,031,643			£191,710,488	£9,321,155
Number with Contractual Community Benefit	20	96	116			114	2
Value with Contractual Community Benefit	£506,833	£186,043,108	£186,549,941			£172,271,913	£14,278,028
Number with Voluntary Community Benefit	25	11	36			32	4
Value with Voluntary Community Benefit	£674,780	£4,804,439	£5,479,219			£1,325,794	£4,153,425
Tier 1 Supplier Contract Awards*	Number	Value	% of Total Number	% of Total Value		Previous Period % of Total Value	Difference in Period
Contracts Awarded to Local Company	184	£81,675,257	50%	41%		27%	14%
Contracts Awarded to an SME	111	£57,254,960	30%	28%		24%	4%
Contracts Awarded to a Local SME	59	£25,102,640	16%	12%		8%	4%
Community Benefit Outcomes	Overall Total Number of Outcomes	Delivered	In Progress	Not Started	Incomplete**	Previous Period Total Outcomes	Difference in Period
Targeted Recruitment and Employment - Category Total	195	111	25	44	15	196	-1
New Entrants – City Deal priority Groups	52	36	6	8	2	52	0
New Entrants – Council Programme or Initiative	86	43	13	16	9	79	7
New Start - Apprentice	34	17	5	13	4	40	-6
Completed - Apprentice	23	15	1	7		25	-2
Targeted Skills & Training - Category Total	555	281	122	125	27	509	46
Work Experience Placement (16 + years)	67	36	17	12	2	98	-31
Work Experience Placement (14 - 16 +years)	192	81	37	60	14	145	47
Placement - Foundation Apprenticeship	1		1			0	1
Careers Event / Site Visit	253	158	53	36	6	223	30
School Mentoring or Enterprise Programme	37	6	10	16	5	43	-6
MCR Pathways 1-2-1 Mentoring Programme	4		4			0	4
Volunteering Opportunity - Priority Group	1			1		0	1
Supply Chain Development - Category Total	71	36	15	19	1	63	8
Supply Chain Briefing with SME's	47	22	12	12	1	41	6
Business Mentoring for a SME's	24	14	3	7		22	2
Community Engagement - Category Total	179	95	57	22	5	187	-8
Financial Support Community Project (£Ks)	85	57	21	7		108	-23*
Non-Financial Support for a Community Project	94	38	36	15	5	79	15
Vocational Training Qualification Total	141	60	34	47		97	44
*Tier 2 Contract Award data recorded on Cenefits System is incomplete, it is anticipated that missing data will be added for the next reporting cycle.							
**Incomplete - status currently includes outcomes that: have been substituted by a different outcome; abandoned due to contract termination, Not Delivered.							