

Glasgow City Region City Deal

Programme Status Report

October Cabinet 2019

A RECOMMENDATIONS

Cabinet is invited to:

1. Note the content of this report; and
2. Approve Infrastructure Change Control for the following project:
Glasgow City Council: MGSDP change in Timeline for Cardowan SWMP: Construction End date delayed from May 2019 to December 2019 (7 month delay) due the translocation of fossorial water voles from the permanent works area.
3. Note updates from the Portfolio Groups and Intelligence Hub to be added to the future Programme Status Reports as stated in section D5.
4. Authorise the previous years' Working Matters grant payments due to member authorities of £0.133m as per Appendix E.5.

B SUMMARY OF PROJECT STATUS IN THE PROGRAMME

Member Authorities (MAs) submit detailed quarterly project status reports to the Programme Management Office (PMO). These are reported in the detailed Quarterly Programme Status Reports that are submitted to the Chief Executives' Group and Cabinet. In this interim report, details are provided of the overall summary and any subsequent issues of escalation which are submitted to the PMO by Member Authorities.

Status in ***Bold Italics*** has changed from the previous PMO report following approval of submitted Change Control forms.

Project Name	Sub Projects										
			SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates
INFRASTRUCTURE											
East Dunbartonshire Council											
Bishopbriggs Relief Road	10100	BRR	C	F	n/a	F	F	F	F	F	TBC
East Renfrewshire											
M77 Strategic Corridor	20100		C	C	n/a	n/a	G	G	G	G	various
	20101	Levern works			C	C	C	C	C	G	18/08/2015
	20102	Business Boost			C	C	G	A	G	G	30/11/2017
	20103	Aurs Road Re-alignment			C	F	G	G	G	G	Mar 2020
	20104	Balgraystone Road Upgrade			C	C	G	G	G	G	28/03/2019
	20105	New Rail Station Barrhead South -Bus/Train Interchange Facility			F	F	F	F	F	G	Sep 2020
	20106	Levern Valley Link			F	F	F	F	F	G	Sep 2024
	20107	Dams to Darnley Visitor Centre			F	F	F	F	F	G	Mar 2021
GCC											
Canal and North Gateway	30100		C	C	C	n/a	G	G	G	G	various
	30101	FBC1: Sighthill: remediation (Contract 1)				C	C	C	C	G	15/12/2015

Project Name	Sub Projects												
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates			
	30102	FBC 2: Sighthill Remediation (Contract 2)			C	G	A	G	G	18/10/2016			
	30103	FBC 3: Sighthill: Cowlairs bridge (over railway); Port Dundas: 100 Acre Hill			C	G	G	G	G	29/03/2018			
	30104	FBC4: NGIWMS			C	G	G	G	G	29/03/2018			
	30105	NGIWMS: Cowlairs Link			F	G	G	G	G	30/01/2020			
	30106	FBC 5: Speirs Lock: Landscape link & Port Dundas: North Canal Bank Street			C	G	G	G	G	29/05/2019			
	30107	Sighthill: M8 Pedestrian Bridge			F	G	G	G	G	28/11/2019			
	30108	Speirs Lock: Garscube Toll & links			F	G	G	G	G	28/11/2019			
	30109	Port Dundas: Dobbies Loan			F	G	G	G	G	Apr 2020			
	30110	Port Dundas: Pinkston Access and Remediation			F	F	F	F	G	Sep 2020			
	30111	Cowlairs: remediation & servicing			F	F	F	F	G	Mar 2021			
	Collegelands Calton Barras	30200	C	C	C	n/a	G	G	G	G	various		
30201		Improving Public Transport: High St Station				F	F	F	F	G	01/08/2020		
30202		Imp Local Road Infrastr. and Connectivity: Meat Market Roads and Infrastructure				F	G	G	G	G	28/11/2019		
30203		Collegelands and Meat Market Sites: Meat Market Site Remediation				C	G	G	G	G	20/06/2019		
30204		CBAP: Development Deficit Grant Scheme				F	F	F	F	G	Nov 2020		
30205		CBAP: Junction improvements				C	G	G	G	G	20/06/2019		
30206		FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1				C	C	C	C	G	24/05/2017		
City Centre Enabling Structure Public Realm	30100	C	C	C	n/a	G	G	G	G	various			
	30101				FBC1: Sauchiehall Street West Phase 1			C	G	G	G	G	01/12/2017
	30102				Block A - Argyle St West (<i>M8-Hope Street</i>)			F	G	G	G	G	Apr 2020
	30103				Block A - Argyle St East (<i>Hope Street-Glasgow Cross</i>)			F	F	F	F	G	Sep 2020
	30104				Block A - St Enoch's Square - Dixon Street			F	F	F	F	G	Sep 2020
	30105				Block A - Bath Street East-Cathedral Street			F	F	F	F	G	Feb 2021
	30106				Block A - Kyle Street - North Hanover Street			F	F	F	F	G	Feb 2021
	30107				Block A - The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)			F	G	G	G	G	Mar 2020
	30108				Block A - Sauchiehall Street Precinct			F	G	G	G	G	May 2020
	30109				Block B - Holland Street / Pitt St			F	F	F	F	G	Dec 2020
	30110				Block B - Elmbank Street and Elmbank Crescent			F	F	F	F	G	Dec 2020
	30111				Block B - Glassford Street / Stockwell Street			F	F	F	F	G	Apr 2021
	30200				Block B - Broomielaw - Clyde Street			F	F	F	F	G	Sep 2021
	30201				Block C - Hope Street			F	F	F	F	G	Jun 2022
	30202				Block C - 'IFSD'			F	F	F	F	G	May 2022
	30203				Block C - St Vincent Street			F	F	F	F	G	Nov 2022

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	
	30204	Block C - John Street			F	F	F	F	G	Apr 2022	
	30205	Block C - George Street			F	F	F	F	G	Nov 2022	
	30206	ISL (ERDF part funded)			C	G	G	G	G	29/03/2018	
MGSDP	30400	C	C	C	n/a	G	G	G	G	various	
	30401				FBC 1: Camlachie Channel Improvements	C	A	G	A	G	29/03/2019
	30402				FBC 2: Cardowan SWMP	C	G	A	G	G	02/08/2018
	30403				South East Glasgow SWMP	C	G	A	G	G	23/05/2019
	30404				FBC 3: Hillington/Cardonald SWMP- Ph 1 - Moss Heights/Halfway Community Park	C	G	A	G	G	30/08/2018
	30405				Hillington/Cardonald SWMP- Ph 2	F	G	G	G	G	28/11/2019
	30406				Hillington/Cardonald SWMP- Ph 3	F	G	G	G	G	28/11/2019
	30407				Garrowhill/Ballicreston SWMP	C	G	G	G	G	29/08/2019
	30408				Drumchapel SWMP	F	G	G	G	G	28/11/2019
	30409				Cockenzie St SWMP	F	G	G	G	G	May 2020
	30410				Fullerton Avenue SWMP	F	G	G	G	G	May 2020
	30411				Eastern Springburn SWMP	F	G	G	G	G	May 2020
	30412				High Knightswood / Netherton SWMP	F	G	G	G	G	May 2020
Clyde Waterfront West End Innovation Quarter	30500	C	C	C	n/a	G	G	G	G	various	
	30501				Developing the Economic Role of GU - Byres Road Public Realm	F	G	A	G	G	01/05/2020
	30502				Developing the Economic Role of GU - University Avenue and Campus Connections	F	F	F	F	G	Nov 2021
	30503				Developing the Economic Role of SEC/Pacific Quay - Expressway Bridge	F	F	F	F	G	Oct 2020
	30504				Developing the Economic Role of SEC/Pacific Quay Cessnock Pedestrian Link	F	F	F	F	G	Apr 2022
	30505				Developing the Economic Role of SEC/Pacific Quay - Finnieston Link	F	F	F	F	G	Apr 2021
	30506				Developing the Economic Role of SEC/Pacific Quay - Canting Basin Bridge	F	F	F	F	G	Apr 2022
	30507				Investing in the Strategic Road Network to unlock development (M8 Jct19)	F	F	F	F	G	Jun 2022
	30508				Develop. Econ. Role of QEUA and Adjacencies - Development Deficit Funding 1	F	F	F	F	G	Aug 2020
	30509				Develop. Econ. Role of QEUA and Adjacencies - Development Deficit Funding 2	F	F	F	F	G	Feb 2021
	30510				Develop. Econ. Role of QEUA and Adjacencies - Development Deficit Funding 3	F	F	F	F	G	Aug 2020
	30511				Developing the Economic Role of QEUA and Adjacencies - Access Improvements	F	F	F	F	G	Aug 2020
	30512				Developing the Economic Role of Yorkhill Hospital Site	F	F	F	F	G	Oct 2020
	30513				CGAP - Govan Public Realm (Inc. Link with Active Travel South)	C	G	G	G	G	29/03/2018
	30514				CGAP Development Deficit Funding – Commercial Floorspace 1	F	F	F	F	G	Feb 2021
	30515				CGAP Development Deficit Funding – Commercial Floorspace 2	C	G	G	G	G	20/06/2019

Project Name	Sub Projects										
			SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates
	30516	Access and Integrity of Waterfront The Briggait / Lancefield Quay				F	F	F	F	G	Sep 2020
	30517	Access and Integrity of Waterfront - Yorkhill Quay				F	F	F	F	G	Oct 2020
	30518	Access and Integrity of Waterfront - Windmillcroft Quay				F	F	F	F	G	Sep 2020
	30519	Access and Integrity of Waterfront - SEC - Active Travel				F	F	F	F	G	Apr 2021
	30520	Access and Integrity of Waterfront - Custom House Quay				F	F	F	F	G	Dec 2021
	30521	Access and Integrity of Waterfront - Calton Place				F	F	F	F	G	Dec 2021
	30522	Access and Integrity of Waterfront - Tradeston				F	F	F	F	G	Sep 2020
	30523	Access and Integrity of Waterfront - Govan Graving Docks				F	G	G	G	G	Apr 2020
	30524	Improving Connectivity between GU and QEUH - Govan-Partick Bridge				F	G	G	G	G	Jun 2020
	30525	Improving Connectivity between GU and QEUH - Active Travel Route (North)				F	G	A	G	G	31/10/2019
	30526	Improving Connectivity between GU and QEUH- Active Travel Route (South)				F	F	F	F	G	Aug 2020
	Inverclyde										
	40100	Inchgreen	C	F	n/a	F	F	F	F	G	Mar 2021
Ocean Terminal	40200		C	C	n/a	n/a	A	A	A	G	various
	40201	Marine Works			C	C	A	A	A	G	29/05/2019
	40202	Terminal Building			F	F	A	A	G	G	28/11/2019
	40300	Inverkipp	C	C	F	F	A	A	A	G	28/11/2019
North Lanarkshire											
A8 M8 Corridor Access Improvements	50100		C	n/a	n/a	n/a	G	G	G	G	various
	50101	Eurocentral / Newhouse Park & Ride/Share		C	C	F	F	F	F	G	01/05/2021
	50102	Orchard Farm Roundabout			F	n/a	F	F	F	F	G
Gartcosh/Glenboig Community Growth Area	50200		C	C	C	n/a	C	C	C	G	various
	50201	Glenboig Link Road - Phase 1				C	C	C	C	G	18/10/2016
	50202	Glenboig Link Road - Phase 2					C	C	C	G	30/11/2016
Pan Lanarkshire Orbital Transport Corridor	50300		C	n/a	n/a	n/a	G	G	G	G	various
	50301	Ravensraig Infrastructure Access	C	F	n/a	F	F	F	F	G	01/06/2022
	50302	East Airdrie Link Road		F	n/a	F	F	F	F	G	Aug 2023
	50303	Motherwell Town Centre Interchange			C	C	F	G	A	G	A
Renfrewshire											
	60100	Clyde Waterfront and Renfrew Riverside (CWRR)	C	C	C	F	G	G	G	G	May 2020
	60200	Glasgow Airport Investment Area (GAIA)	C	C	C	C	G	G	G	G	28/03/2019
South Lanarkshire											
	70100	Cathkin Relief Road	C	C	C	C	C	C	C	G	23/05/2019

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	
	70200	Greenhills Road / A726 Dual Carriageway	C	C	C	C	G	G	G	G	23/05/2019
	70300	Stewartfield Way Transport Capacity	C	F	n/a	F	F	F	F	G	Apr 2024
Community Growth Area - Newton	70400		C	C	F	G	G	G	G		n/a
	70401	Newton CGA Park and Ride			C	C	C	C	G		24/05/2017
	70402	Newton Farm Primary School			C	C	C	C	G		03/02/2016
	70403	Westburn Roundabout			C	G	G	G	G		29/11/2018
	70404	Sustainable Transport Intervention			F	F	F	F	G		Jan 2021
Community Growth Areas-Hamilton	70500		C	C	n/a	G	G	G	G		various
	70501	FBC1: Woodhead Primary School Extension			C	C	C	C	G		02/08/2018
	70502	FBC2: Highstonehall Road Upgrade Works			C	G	G	G	G		29/11/2018
	70503	FBC3: Sherry Drive & Strathaven Road Woodfoot Rd Jct. Impr.			C	G	A	G	G		25/04/2019
	70504	FBC4: Woodfoot Road/ Wellhall Road Junction			F	G	G	G	G		Apr 2020
	70505	FBC5: Wellhall Road/ Hillhouse Road Junction			F	F	F	F	G		Apr 2021
	70506	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions			F	F	F	F	G		Apr 2022
	70507	FBC7: Calderside Academy	F	F	F	F	G		May 2021		
Community Growth Areas-Larkhall	70600		C	C	n/a	G	G	G	G		various
	70601	Holy Cross High, Extension			F	F	F	F	G		01/02/2021
	70602	Glengowan Primary School Extension			F	G	G	G	G		Apr 2020
	70603	Nursery Extension Larkhall			F	A	A	G	G		Apr 2020
	70604	Merryton Roundabout & Link Road			F	F	F	F	G		Feb 2022
	70605	Lanark Road Signalisation			F	G	G	G	G		Apr 2020
	70606	M74 Works			F	F	F	F	G		Apr 2023
	70607	Community Facility			F	F	F	F	G		Feb 2022
Community Growth Areas- East Kilbride	70700		C	C	n/a	G	G	G	G		various
	70701	Park and Ride Facility - Hairmyres			F	F	F	F	G		01/04/2023
	70702	New Primary School (Phase 1) - Jackton			F	G	G	G	G		Feb 2020
West Dunbartonshire											
	80100	Exxon Site Development Project	C	C	C	F	F	F	F	G	Nov 2020
Regional Projects											
	90100	Airport Access (Regional Project)	C	C	F	F	F	F	F	F	Dec 2020
	90200	SPT	C	F	n/a	F	F	F	F	F	TBC
INNOVATION PROGRAMME											
	100100	ICE - Stratified Medicine Imaging Centre of Excellence	n/a	n/a		C	C	C	C	G	Apr 2016

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	FBC dates	
	100200	Medicity	n/a	n/a		C	C	C	C	G	Apr 2016
	100300	Tontine (IGI)	n/a	n/a		C	C	C	C	G	Jun 2017
SKILLS & EMPLOYMENT PROGRAMME											
	110100	Working Matters	n/a	n/a		C	C	C	C	G	Mar 2015
	110200	In Work Progression	n/a	n/a		C	C	C	C	C	Mar 2015
	110300	Youth Gateway Guarantee	n/a	n/a		C	C	C	C	C	Oct 2015

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	
<i>CRAGF</i>		Bold Italic text indicates change from previous report
n/a		Not applicable

B.1 INFRASTRUCTURE FUND PROGRAMME

B1.1 Glasgow City Council has submitted a change control for MGSDP Cardowan SWMP. This is a timeline change to note the Construction End date has been delayed from May 2019 to December 2019 (a 7 month delay) due to the translocation of fossorial water voles from the permanent works area.

B1.2 Glasgow City Council submitted a change control in May confirming a change to EIIPR FBCs as follows:

Existing	Proposed
Block A - Argyle St West (M8-Buchanan St)	Block A - Argyle St West (<i>M8-Hope Street</i>)
Block A - Argyle St East (Buchanan St-Glasgow Cross)	Block A - Argyle St East (<i>Hope Street-Glasgow Cross</i>)

B1.3 Airport Access Project Update

Work is ongoing on the development of the revised OBC for the Airport Access Project, with the revised OBC expected to be complete by the end of 2019. There has been a work stream analysing the technical issues, and following a series of workshops with key stakeholders, a route between Paisley Gilmour Street and the Airport has been identified as the preferred route. Additionally, a

number of different 'PRT type' modes and Operation & Maintenance Models have been reviewed by the project team with stakeholders.

Work is also being carried out to explore how the AAP could be extended to support the adjacent Advanced Manufacturing Innovation District Scotland (AMIDS) development, which is viewed as a key regional and national economic driver. This will be considered as part of the AAP optioneering with a 'high level' assessment of cost costs/benefits associated with such an extension. A workshop will take place by the end of October to update the Leaders and Chief Executives of the lead authorities on progress in developing a revised OBC and key risks.

In parallel with work on the revised OBC, discussions have been under way with the Scottish Government over the implications of the report of the Connectivity Commission. This resulted in the insertion of the following commitment in the 'Protecting Scotland's Future: the Government's Programme for Scotland 2019-2020', "We welcome the Glasgow Connectivity Commission report and the ambitious vision it sets out for the Glasgow City Region for creating an inclusive, thriving and liveable city. We are committed to working with partners to consider the Commission's recommendations, and as part of the second Strategic Transport Projects Review, we will consider the potential for a Glasgow Metro, which builds on the planned City Region Deal investment to link Glasgow Airport and the new National Manufacturing Institute for Scotland to Paisley Gilmour Street." This is an extremely encouraging response to the Commission's report and discussions about how to take this forward are continuing and will be reported through both the Chief Executives' Group and the City Region Cabinet.

B.2 SKILLS PROGRAMME:

The 3 Skills & Employment projects supported by the City Deal have concluded. The short term successor programme to the Working Matters project will operate until the 31 March 2020 and performance will be reported monthly, given the short duration of the project. The first reporting data – performance and finance – will be included in the PMO report submitted to the CEG for 31 October 2019.

B.3 INNOVATION PROGRAMME:

The 3 City Deal Innovation projects have completed a self-evaluation exercise based upon the Office of Government Commerce Gateway Review 5 process. A lessons learned exercise took place on 11/9/19 and a report on the outcome of this will be provided to the CEG at a future meeting.

B.4 PROGRAMME RISKS

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

B.5 PROGRAMME ISSUES

The Programme Issue Log has been updated and all updates are noted in bold and italics in Appendix 2.

C PROGRAMME FINANCIAL REPORTING

The latest financial reporting statements for the Infrastructure Fund programme and Skills and Employment projects are available up to 30 June 2019 and as are contained in the corresponding update report. There are no actual or projected spend updates reported for this period.

C.1 WORKING MATTERS GRANT PAYMENTS

The Working Matters grant payments due for financial year 2018/19 have been reconciled and the remaining payments due to member authorities are outstanding. The total value of grants to be paid is £133k as per the table below.

East Dunbartonshire	East Renfrewshire	Glasgow	Inverclyde	North Lanarkshire Council	Renfrewshire	South Lanarkshire Council	WDC	Total	GCC (Lead) Programme Management Costs	Revised Total
30,895.00	4,255.71	0.00	9,858.27	6,614.00	25,295.00	0.00	55,880.56	132,798.54	0.00	132,798.54

D PROGRAMME ACTIVITIES

D.1 INFRASTRUCTURE

D.1.1 Business Cases

Business cases that the PMO have been advised will be submitted by 25th October for consideration at CEG on 28th November are:

1. Glasgow City Council: Canal and North Gateway – Sighthill: M8 Pedestrian Bridge **FBC**;
2. Glasgow City Council: Canal and North Gateway – Speirs Locks: Garscube Toll and Links – **FBC**;
3. Glasgow City Council: Collegelands Carlton Barras – Improving Local Road Infrastructure and Connectivity: Meat Market Roads and Infrastructure **FBC**;
4. Glasgow City Council: MGSDP – Hillington/Cardonald SWMP- Ph 2 **FBC**;
5. Glasgow City Council: MGSDP – Hillington/Cardonald SWMP- Ph 3 **FBC**;
6. Glasgow City Council: MGSDP – Drumchapel SWMP **FBC**; and
7. Inverclyde Council: Ocean Terminal – Terminal Building **Augmented OBC / FBC**.

Business cases that the PMO have been advised will be submitted by 13th December for consideration at CEG on 30th January which are:

1. Glasgow City Council: Canal and North Gateway – NGIWMS: Cowlares Link **FBC**; and
2. Inverclyde Council: Inverkip **Augmented OBC / FBC**.

D.1.2 Business Case Training

The UK Government has facilitated Green Book business case training sessions on 8th October 2019 for Glasgow, Ayrshire and Tay Cities. The PMO have engaged with each Member Authority and identified 21 representatives from each Authority and the PMO for a total cost of £1,000.

D.2 SKILLS AND EMPLOYMENT PROJECTS

The 3 Skills & Employment Projects have concluded. The first reporting data for the short term successor programme to the Working Matters project (which concludes on 31/3/20) will be included in the PMO report submitted to the CEG for 31 October 2019.

D.3 PROGRAMME GOVERNANCE

D.3.1 Assurance Framework V 2.4

This has been issued to UK and Scottish Governments for comment. It was agreed at August CEG this will progress to Cabinet in October to operationalise.

Comments received from UK and Scottish governments will be presented to a future CEG and Cabinet.

A full copy of the document is available on request from the clerk.

D.3.2 Programme Business Case V2.4

The Programme Business Case with CEG agreement will be presented to Cabinet in October seeking approval.

The Programme Business Case 2019 will also be submitted as part of the suite of Gateway Review documents. The Chief Executives' Group has reviewed and commented on the updated Programme Business Case on a number of occasions, most recently at the meeting on 29th August 2019. A full copy of the document is available on request from the clerk.

D.3.3 Annual Conversation

The Annual Conversation meeting with the Joint Government Scottish City Region Deals Delivery Board has taken place on the 18 September 2019. A verbal update will be given to September CEG and October Cabinet.

D.3.4 Commission on Economic Growth

The Commission for Economic Growth has agreed its report as part of the Gateway Review. The final version of the report will be submitted by 11th October 2019.

The Commission is scheduled to meet on Monday 18th November. The economic futures analysis work being carried out by the Commission on behalf of the Cabinet (agreed 12 February 2019) will be discussed at that meeting - a draft is due by 11th November when it will be received by members of the Commission and the PMO. The intention is that the report will be subsequently made available to the Chief Execs who will discuss with the Commission the report and any recommendations and how the report might be used going forward.

D.3.5 Gateway Review 1

The Gateway Review is discussed in separate items on the agenda of the Cabinet 8 October 2019. Investment Fund Evaluation Steering Group met on 25 September 2019. This presented the opportunity for Cohort 1 places, including Glasgow City Region to feed into a forward look as well as to provide feedback on the process thus far.

The Chair of the CEG requested the PMO attend the Steering Group meeting and propose an approach to future Gateway Reviews that:

- builds on the experience and learning of Gateway Review 1,
- devolves the management and delivery of evaluation activity to the City Region, and
- contributes towards the requirements of a national evaluation framework agreed with the Scottish and UK governments.

D.4 SUPPORT GROUP UPDATES

D.4.1 Transport Appraisal Group

The Transport Appraisal Group (TAG) has moved to a 2-monthly meeting cycle. Following discussions at the Transport & Connectivity Portfolio meeting on 7th June, the TAG meetings scheduled for 18th June and 6th August were cancelled to allow key group members to focus on portfolio issues. The TAG meetings scheduled for the rest of the year will be held as and when required to deal with necessary business items, where these cannot be dealt with off-line.

TAG continues to assist the PMO on the appraisal of transport related aspects of submitted business cases. TAG has reviewed all the business cases submitted for the recent meeting cycles (up to and including business cases scheduled to be considered at CEG on 29th August 2019), with comments provided to the PMO.

D.4.2 Community Benefit Support Group – Cenefits Pilot Update

Webinars

The implementation of the Cenefits Pilot is underway. More than 55 officers from Member Authorities across the region and around 20 suppliers took part in two Cenefits webinars delivered by the PMO working in partnership with the Supplier Development Programme and Wildcat Applications Following excellent feedback in the survey results arising from the webinars further webinars will be made available in the future.

Reporting Arrangements

The proposed Programme Management Toolkit will detail the new reporting requirements which will be facilitated by Cenefits system. Each Member Authority will be able to draw down from Cenefits the reports of their own community benefit data. The MA Status Report provide analysis and commentary of performance and progress towards the project target and KPIs

To assist reporting requirements the PMO will host a workshop for the Member Authorities at the beginning of October 2019 at the Brook Street training facility in using the Cenefits system to create Project and MA reports and the analysis required.

The Community Benefit Reporting arrangements will remain in place for Q2 19/20 reporting whilst the transitional period is ongoing. It is anticipated the new format will be implemented Q3 19/20.

Upcoming Event - Scotland's Community Benefits and Social Value Forum

GCR City Deal will be taking part in an event planned for November 2019 that will be hosted by University of Edinburgh, organised by Social Value UK and sponsored by Balfour Beatty for a proposed Scottish Community Benefits and Social Value Forum. The event will involve public/private sector organisations and the Scottish Government. GCR City Deal will be presenting at the event to showcase our progress to date and share next steps. The event will provide a good opportunity to learn about other approaches/perspectives with a view to future collaboration and integrated approach. CEG will be provided with an update following the event.

Upcoming Event – Fraser of Allander Institute School Event

Fraser of Allander Institute as part of their community benefit associated with their contract to create an economic model for the region have offered to host in partnership with Glasgow City Region and the “Economic Futures” Initiative a school event in November 2019 inviting young people from across the region to participate in workshop to learn more about economics. The PMO have informed the Community benefit officers within each authority and the Education Collaborative.

D.4.3 Communication, Marketing and Stakeholder Engagement Support Group

A formal reception took place on 28th August to mark work starting on the Advanced Manufacturing Innovation District Scotland in Renfrewshire. The district, is expected to put Renfrewshire at the heart of Scotland's manufacturing industry, estimated to create up to 6,000 jobs and boost Scotland's manufacturing sector by £535 million in GVA a year. Renfrewshire Council is leading the district's development in partnership with Scottish Government and Scottish Enterprise and the enabling infrastructure is funded through the Glasgow City Region City Deal. More than 50 guests attended from the public and private sectors, including Scottish Government Cabinet Secretary for Finance, Economy and Fair Work Derek Mackay. The event, which also included a sod cutting involving local school pupils, was covered across national, regional and local media, including BBC Radio Scotland, The Herald, The National and Evening Times. Excellent engagement was achieved over a range of social media channels, including Scottish Government, University of Strathclyde, CPI and Scottish Enterprise. Renfrewshire Council's own social media channels achieved a combined reach of 65,095 and engagement of 3,009, with 5,700 views of the promotional video - recorded within two days of the event.

The formal photo-call to mark the completion of the Sauchiehall Avenues project took place on 18th September. Representatives from both Governments were invited to attend and to provide quotes for the media release. Media is anticipated in the next period in relation to the design for the Partick - Govan Bridge and for procurement of the bridge over the M8 at Sighthill.

Additional Glasgow City Region Blogs have been posted on the Glasgow Chamber of Commerce website, SCRIG and City of Science and Innovation. A number of short film case studies are also in development to promote the benefits from the MGSDAP and Canal and North Gateway Glasgow City Deal projects.

D.4.4 Audit Support Group

As part of the 2019/20 Internal Audit Plan, the Audit Support Group are undertaking a review to assess the arrangements in place within a sample of Member Authorities to ensure that only actual and eligible project costs are included in grant claims submitted to GCC.

The Terms of Reference were issued on 20/08/19 to member authorities' heads of audit, and asked that they ensure the Section 95 officer is aware of the audit.

The audit fieldwork is planned to be undertaken in August/September 2019, with a view to reporting to the December 2019 Cabinet.

The 3 projects selected for review:

- Ocean Terminal (Inverclyde Council)
- Pan Lanarkshire Orbital Transport Corridor (North Lanarkshire Council)
- Clyde Waterfront and Renfrew Riverside (Renfrewshire Council).

D.5 PORTFOLIO UPDATES

The CEG agreed updates from all Portfolio Groups and the Intelligence Hub will be included in the Programme Status Report going forward and will be implemented in the report Q3 19/20 which will be presented to CEG in January 2020.

D.5.1 TRANSPORT & CONNECTIVITY (T&C) PORTFOLIO ISSUES

Glasgow City Region (GCR) Strategic Transport Plan (STP): Following agreement at CEG on 21 June 2018 on the approach for developing the STP, work continues to be taken forward on this in collaboration with SPT, in alignment with SPT's review of the Regional Transport Strategy (RTS). The established Portfolio sub-group (the GCR RTS STP Working Group) continues to work with SPT to develop the STP in line with the timescales for new RTS (see below). The latest meeting of the sub-group was on 9 August where the RTS Strategic Framework and key issues were discussed.

Strategic Transport Projects Review (STPR2): The GCR RTS STP Working Group has also taken on the role of the STPR2 Regional Working Group for the Glasgow City Region. The group has met twice with Transport Scotland (TS) and its STPR2 consultants to begin to take forward GCR input in to STPR2. The consultation process on STPR2 is underway, with workshops to consider 'problems and opportunities' in the Glasgow City Region held on 17 and 25 June. The next meeting of the Regional Transport Working Group is scheduled for 17 September to receive feed-back from Transport Scotland on the issues raised at the workshops. The consultation draft of NTS2 notes that the STPR2 20-year plan for transport investment will be informed by the 'NTS Priorities and in line with the Sustainable Travel & Investment hierarchies' and that 'STPR2 will involve a Scotland-wide appraisal of future transport interventions and not only infrastructure'. It is noted that the recently published Programme for Government (PfG) "Protecting Scotland's Future: the Government's Programme for Scotland 2019-2020" sets out a number of transport initiatives/priorities that may have a bearing on the GCR.








National Transport Strategy (NTS2): The consultation draft of the 2nd National Transport Strategy (NTS2) was published 31 July 2019, with a 12-week consultation period ending on 23 October 2019. The consultation draft sets out the draft Vision, Priorities and Outcomes for transport in Scotland, together with proposed Policies and Policy Enablers. It also contains a section on 'roles and responsibilities' for transport in Scotland, noting that Scottish Government will 'develop new transport governance arrangements on the basis of some form of regional model'. The final version of the NTS is due to be published in December 2019. It is intended that a City Region response to the draft NTS will be prepared by TAG members on behalf of the T&C Portfolio.

Strathclyde Partnership for Transport (SPT) – Review of Regional Transport Strategy (RTS): SPT is continuing with the review of the RTS, with the next stage of consultation planned for late October 2019 to avoid conflict with the consultation on the draft NTS2. The overall programme for the RTS to be published in 2021 remains on target.

E APPENDICES

E.1 APPENDIX 1: PROGRAMME RISK REGISTER

Glasgow City Region CITY DEAL PROGRAMME RISK REGISTER																	
Programme Director			Kevin Rush														
Date updated: 20/09/2019							Last reporting period: August 2019										
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	The latest financial information until the end of June 2019 has been incorporated within the within Gateway Review Report.	5	3	15	High	10/09/2019	↔
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 19 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	11/09/2019	↔
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	10/09/2019	↔
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	All project output and outcome data is being collated from the augmented OBCs as they are approved and set out in the Programme Business Case 2019. Quarterly project output reporting is included within the PMO report to CEG and Cabinet.	3	1	3	Medium	10/09/2019	↔
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	Currently, no MAs are reporting skills or labour shortages affecting the delivery of their projects.	1	1	1	Low	10/09/2019	□

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 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. The Assurance, Governance and Programme Management Framework 2019 is on the agenda for Cabinet on 8/10/19.	2	1	2	Low	10/09/2019	
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	05/09/2019	
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	15/09/2019	
rsk 0016	Open	Economic	Failure to attract necessary follow on 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 refreshed strategy and action plan will be considered by the Regional Partnership in October 2019 and then by Cabinet for approval.	3	2	6	Medium	10/09/2019	
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.	2	1	2	Low	10/09/2019	
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	15/09/2019	
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	05/09/2019	

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 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	MA/PMO	PMO-PK	The PMO to develop a proposal to establish evaluation arrangements for Gateway Reviews 2 & 3. Pending consultation with the UK & Scottish governments about their preferred approach to GR2 & GR3, the PMO has set out a proposed high level plan (within the draft Programme Business Case) for the evaluation activities that each project will require to undertake until the conclusion of the programme in 2035.	3	3	9	Medium	19/09/2019	↔
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	MA/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 nineteen Augmented Business Cases being approved to date.	5	3	15	High	11/09/2019	↔
rsk 0038	Open	Objectives and Delivery	Alignment of GCRCO 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 GCRCO 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	15/09/2019	↔
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	MA/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	High	10/09/2019	↔
rsk 0040	Open	Procurement	The Implementation of the Community Benefit Pilot will fail to deliver sustainable improvements for the delivery of GCR City Deal Community Benefits.	Insufficient stakeholder engagement could result in City Deal Infrastructure Projects not deliver their community benefit commitments.	6	4	24	High	MA/PMO	PMO-AJS	The GCR City Deal Community Benefit Group are implementing the use of the Cenefits system, to monitor and manage City Deal Community Benefits and replace existing reporting mechanisms for Q3 1920 reporting. The PMO is delivering a series of webinars and workshops aimed at capacity building for both internal and external stakeholders. A review Framework for the pilot is in place and an Evaluation Plan is to be created.	3	2	3	Medium	11/09/2019	↑
CLOSED RISKS THIS PERIOD																	<input type="checkbox"/>
																	<input type="checkbox"/>

E.2 APPENDIX 2: PROGRAMME ISSUES LOG

Glasgow City Region CITY DEAL PROGRAMME ISSUE LOG													
Programme Director			Kevin Rush										
Date updated:			20/09/2019					Last reporting period: August 2019					

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_0031	14/05/2019	Evaluation	PMO	PK	Insufficient resources and capacity to allow the PMO to fully appraise business cases.	A lack of resources, particularly in relation to legal and procurement sections, to allow the PMO to fully appraise project business cases for submission to the CEG and Cabinet for approval.	If business cases are not fully appraised then the PMO will be unable to submit these to the CEG and Cabinet for approval, resulting in a delay to the delivery of City Deal projects.	The PMO has asked the Chair of the LPSG (INV) to identify officers to assist in the appraisal of business cases. PMO escalated to CEG on 29/8/19 and a recommendation on future appraisals included in the PMO report to CEG on 26/9.	PMO/MAs	Ongoing	High	Open	15/09/2019	
is_0032	26/07/2019	Governance	PMO	MM	Completion of project construction by 2025	The construction of some City Deal projects have been delayed and are indicating that their completion will be after 2025	Delay in the construction may delay the delivery/reduce the benefits that will be delivered benefits associated with the project	PMO to work with the MA's to determine any mitigation action to complete by 2025 PMO to consider the impact to programme benefits	PMO	Oct-19	Medium	Open	15/08/2019	

ISSUES CLOSED IN PERIOD														
is_0017	18/04/2018	Procurement	MA	PMO - AJS	City Deal Community Benefit Delivery	Failure to deliver community benefits as detailed in the Programme Procurement & Community Benefit Strategy.	Community Benefit arising for City Deal Contracts are not maximised or targeted towards disadvantaged of City Deal priority groups and community benefit does not make a contribution towards Inclusive Growth.	<i>This is included on the Risk Register – risk 0040</i>	PMO / MA	Ongoing	High	Open	10/09/2019	19/09/19