

Glasgow City Region City Deal

Cabinet 12 December 2017

Programme Status Report

Period covered 15th September – 13th October 2017

BACKGROUND

This Programme Report covers the reporting period identified in the title and includes the three streams of the City Deal Programme: Infrastructure, Innovation and Skills and Employment.

A RECOMMENDATIONS

Cabinet is asked to:

1. Note the Financial Monitoring Report **(ref Section B2-B5)**;
2. Agree an allocation of up to £50,000 to carry out a an exercise out to ensure that previously approved Business Cases are Green Book compliant.**(ref C.1.3)**. This cost will be met from underspends within the PMO budget
3. Agree an allocation of £20,000 from the PMO budget for business case training for PMO and Member Authorities staff **(ref C.1.4)**. This cost will be met from underspends within the PMO budget; and
4. Agree that project output data is provided to the National Evaluation Panel **(ref C.8)** on a six monthly basis, in line with the Cabinet approval of the National Evaluation Framework on 11 October 2017.

B OVERALL GCR CITY DEAL PROGRAMME STATUS PROJECT SUMMARY

This table reports on the progress status of all business cases that have been presented to Cabinet.

Project Name	Sub Projects							
		SBC	OBC	FBC	Scope	Timeline	Finance	Benefits
INFRASTRUCTURE								
East Renfrewshire								
M77 Strategic Corridor		C	C		A	A	A	G
	Levern Works			C	C	C	C	G
	East Renfrewshire Business Boost			F	G	G	G	G
	Levern Valley Access Phase 1: Aurs Road Realignment			F	G	A	A	G
	Levern Valley Access Phase 2: Balgray surface access			F	G	G	G	G
	Barrhead South Access - Phase 1: Balgraystone Road Works			F	G	G	A	G
	Barrhead South Access - Phase 2: New Train Station			F	G	G	G	G
	Dams to Darnley Visitor Centre			F	A	A	G	G
Glasgow City								
Canal and North Gateway		C	C		G	A	A	G
	FBC1: Sighthill: remediation (Contract 1)			C	G	A	G	G
	FBC2: : Sighthill Remediation (Contract 2)			C	G	G	G	G
	FBC3: Sighthill: Cowlares bridge (Road bridge over railway); Port Dundas: 100 acre hill			C	A	A	A	A
	FBC4: NGIWMS			F	G	A	A	G
	Sighthill: Pedestrian Bridge (M8 Foot/Cycle bridge)			F	F	F	F	G
	Cowlares: remediation & servicing			F	F	F	F	G
	Speirs Lock: Landscape link			F	G	G	G	G
	Speirs Lock: Garscube Toll & links			F	F	F	F	G
	Port Dundas: North Canal Bank Street / Landscape Link			F	G	G	G	G
	Port Dundas: Dobbies Loan			F	F	F	F	G
	Port Dundas: Pinkston Access and Remediation			F	F	F	F	G
City Centre Enabling Infrastructure Public Realm		C	C		G	A	A	G
	FBC1: Sauchiehall Street Ave: Phase 1			F	G	A	A	G
	ISL (including Smart Cities)			F	G	G	G	G
	The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)			F	F	F	F	G
	Sauchiehall Street Phase 2 (Precinct)			F	F	F	F	G
	Kyle Street - North Hanover Street			F	F	F	F	G
	Argyle St West (M8-Buchanan St)			F	F	F	F	G
				Argyle St East (Buchanan St-Glasgow Cross)	F	F	F	F
Elmbank Street + Elmbank Crescent		F	F	F	F	G		
'IFSD west' cluster		F	F	F	F	G		
Bath Street East-Cathedral Street		F	F	F	F	G		

Project Name	Sub Projects							
		SBC	OBC	FBC	Scope	Timeline	Finance	Benefits
	Glassford Street - Stockwell Street			F	F	F	F	G
	St Enoch's Square - Dixon Street			F	F	F	F	G
	Broomielaw - Clyde Street			F	F	F	F	G
	St Vincent Street, St Vincent Place, Cochrane St			F	F	F	F	G
	Hope Street, Oswald St			F	F	F	F	G
	John Street			F	F	F	F	G
	George Street			F	F	F	F	G
Clyde Waterfront & West End Innovation Quarter		C	C		G	G	G	G
	Developing the Economic Role of QEUH and Adjacencies: Development Deficit Funding 1			F	F	F	F	G
	Developing the Economic Role of QEUH and Adjacencies: Development Deficit Funding 2			F	F	F	F	G
	Developing the Economic Role of QEUH and Adjacencies: Development Deficit Funding 3			F	F	F	F	G
	Developing the Economic Role of QEUH and Adjacencies: Access Improvements			F	F	F	F	G
	Central Govan Action Plan: Public Realm Improvements (Phase 1- Central Govan)			F	F	F	F	G
	Central Govan Action Plan: Commercial Floorspace Grants 1			F	F	F	F	G
	Central Govan Action Plan: Commercial Floorspace Grants 2			F	F	F	F	G
	Central Govan Action Plan: Public Realm Improvements (Phase 2- Active Travel South)			F	F	F	F	G
	Developing the Economic Role of GU: Public Realm Improvements (Byres Road)			F	F	F	F	G
	Developing the Economic Role of GU: PR Improvements (University Avenue & Campus Connections)			F	F	F	F	G
	Access and Integrity of the Waterfront: Quay Walls- Yorkhill Quay			F	F	F	F	G
	Access and Integrity of the Waterfront: Quay Walls- Briggait			F	F	F	F	G
	Access and Integrity of the Waterfront: Quay Walls- Carlton Place			F	F	F	F	G
	Access and Integrity of the Waterfront: Quay Walls- Windmillcroft Quay			F	F	F	F	G
	Access and Integrity of the Waterfront: Quay Walls- SECC			F	F	F	F	G
	Access and Integrity of the Waterfront: Quay Walls- Lancefield Quay			F	F	F	F	G
	Access and Integrity of the Waterfront: Quay Walls- Custom House Quay			F	F	F	F	G
	Access and Integrity of the Waterfront: Quay Walls- Govan Graving Docks			F	F	F	F	G
	Access and Integrity of the Waterfront: Quay Walls- Tradeston			F	F	F	F	G
	Improving Connectivity between Glasgow University & QEUH: Govan-Partick Bridge			F	F	F	F	G
	Improving Connectivity between Glasgow University & QEUH: Active Travel Route (North)			F	F	F	F	G
	Improving Connectivity between Glasgow University & QEUH: Active Travel Route (South)			F	F	F	F	G
	Developing the Economic Role of SECC/Pacific Quay: Finnieston Link			F	F	F	F	G
	Developing the Economic Role of SECC/Pacific Quay: Expressway Bridge			F	F	F	F	G
	Developing the Economic Role of SECC/Pacific Quay: Canting Basin Bridge			F	F	F	F	G
	Developing the Economic Role of SECC/Pacific Quay: Public Realm- Cessnock Link/Festival Park			F	F	F	F	G

Project Name	Sub Projects							
		SBC	OBC	FBC	Scope	Timeline	Finance	Benefits
	Developing the Economic Role of Yorkhill Hospital: Access Improvements			F	F	F	F	G
	Investing in the Strategic Road Network to Unlock Development: M8 Junction 19			F	F	F	F	G
Collegelands Calton Barras		C	C		G	G	G	G
	Calton Barras Action Plan - Barras Public Realm			F	G	A	G	G
	CBAP Development Deficit Grant Scheme			F	F	F	F	G
	Calton Barras Action Plan - Site Remediation			F	F	F	F	G
	Road infrastructure and Market Shed			F	F	F	F	G
	Collegelands and Bellgrove Abattoir – Site remediation			F	F	F	F	G
	Rail Infrastructure- High St Station			F	F	F	F	G
Metropolitan Glasgow Strategic Drainage Partnership		C	C		G	G	G	G
	Camlachie Burn			C	G	A	G	G
	Cockenzie St & Cardowan			F	F	F	F	G
	Garrowhill/Ballieston			F	F	F	F	G
	Croftfoot/Kingspark/Overwood Drive			F	F	F	F	G
	Drumchapel			F	F	F	F	G
	Hillington/Cardonald/Darnley			F	F	F	F	G
	Fullerton Ave/East Springburn/ High Knightswood			F	F	F	F	G
Inverclyde								
Inchgreen		F	F	F	F	F	F	F
Inverkip		C	C	F	G	G	A	G
Ocean Terminal		C	C	F	G	G	A	G
North Lanarkshire								
A8 M8 Corridor Access Improvements		C		F	G	G	G	G
	Eurocentral: Holytown Link Rd		C	F	G	G	G	G
	Eurocentral: Park & Ride/Share		C	F	G	G	G	G
	Orchard Farm Roundabout		F	F	G	G	G	G
Gartcosh/Glenboig CGA		C			A	G	G	A
	Glenboig Link Rd		C	C	G	G	G	G
	Gartcosh Park & Ride		F	F	G	G	G	G
	M80 Corridor Park & Ride/Share		F	F	G	G	G	G
	Gartsherrie Link Rd		F	F	A	G	G	A
	A80 Link Rd		F	F	G	G	G	G
	Cardowan to Lochend Link Rd		F	F	A	G	G	A
Pan Lanarkshire Orbital Transport Corridor		C	F	F	A	G	G	A
	East Airdrie Link Rd		F	F	G	G	G	G
	A723 Improvements		F	F	A	G	G	A
	Motherwell TC: Muir St		F	F	G	G	G	G
	Motherwell TC: Parking & Station Access Improvements		F	F	G	G	G	G

Project Name	Sub Projects							
		SBC	OBC	FBC	Scope	Timeline	Finance	Benefits
Renfrewshire								
Clyde Waterfront and Renfrew Riverside		C	C	G	G	G	G	G
Glasgow Airport Investment Area		C	C	G	G	G	G	G
South Lanarkshire								
Cathkin Relief Road		C	C	C	G	A	A	G
Greenhills Road A726		C	C	F	G	A	A	G
Stewartfield Way		C	F	F	G	G	G	G
Community Growth Area - Newton		C	C	F	G	A	G	G
	Newton CGA Park and Ride			C	G	G	G	G
	Newton Primary School			C	C	C	C	G
	Westburn Roundabout			F	G	A	G	G
Community Growth Areas-Hamilton		C	C	F	G	A	G	G
	Woodhead Primary			F	G	G	G	G
	Sherry Drive – Starhaven Road Junction Improvements			F	G	A	G	G
	Highstonehall Access Improvements			F	G	G	G	G
	Calderside Academy			F	F	F	F	F
Community Growth Areas-Larkhall		C	C	F	G	G	G	G
	Chatelherault Nursery			F	F	F	F	F
Community Growth Areas-East Kilbride		C	F	F	G	G	G	G
West Dunbartonshire								
Exxon Site Development Project		C	C	F	G	G	G	G
Regional Projects								
Airport Access (Regional Project)		C	C	F	G	A	G	G
SPT- Strathclyde Bus Investment Programme		F	F	F	F	F	F	F
INNOVATION PROGRAMME								
Stratified Medicine: Imaging Centre of Excellence (ICE)		N/A	N/A	C	C	C	C	A
MediCity		N/A	N/A	C	C	C	C	A
Tontine (IGI)		N/A	N/A	C	C	C	C	G
SKILLS & EMPLOYMENT PROGRAMME								
In-Work Progression		N/A	N/A	C	G	A	G	G
Working Matters (ESA)		N/A	N/A	C	R	R	R	R
Youth Gateway Guarantee		N/A	N/A	F	A	G	G	G

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

B.1 PROJECT SUMMARY - PROJECTS INDICATING AN AMBER OR RED STATUS

A summary of the progress of the overall programme is noted above and full progress details are reported to the Chief Executives' Group. Below is a short narrative of projects which are highlighting either an amber or red status.

East Renfrewshire Council:

Levern Valley Access - Phase1: Aurs Road Realignment reports at Amber on Timeline due to delay in approval from Scottish Water for Ground Investigation works. Mitigation plan is in place. Reports at Amber on finance as the original allocation against this budget requires to be increased to reflect updated costing. Increase in expenditure is of £2.36m from original OBC figure, but contained within overall programme anticipated expenditure.

Barrhead South Access - Phase 1: Balgraystone Road Works reports at Amber on Finance as the required budget has increased. Variance to date is reported to be £1,016,554.

Dams to Darnley Visitor Centre reports at Amber on Scope as project scope is being developed to take account of the possibility of co-location with the Wake Park facility (not City Deal-funded).

Glasgow City Council:

Canal and North Gateway reports at Amber on Timeline due to delay in FBC 4 as noted below.

Canal and North Contract 1. Site works end date postponed from July 2017 to October 2017 due to Geosynthetic Clay Liner is required to be laid in dry weather. Change Control has been submitted to GCC.

FBC 3 reports at Amber to reflect the business case approval at Cabinet was subject to further information to be presented to PMO and CEG. The projects continue to develop and are recorded at Green within the MA Report.

FBC4: NGIWMS is reported at Amber due to a delay in formal agreements being put in place.

City Centre Enabling Integrated Infrastructure Public Realm (EIIPR) Timeline reported at Amber due to the delays reported in the Sauchiehall Street project.

Sauchiehall Street Avenue Ph. 1 reports at Amber (in Timeline and Finance) as the construction contract is awaiting award following approval of FBC at June 2017 Cabinet.

Land Engineering administration has prompted novation of contracts to Idverde. The timeline for the contract will be updated on completion of the novation and Change Control approved.

FBC1: Calton Barras Action Plan: Barras Public Realm is reporting at amber in Timeline due to delays in tender award for the start of the contract and issues with the delivery and availability of granite resulting in construction start date change.

Metropolitan Glasgow Strategic Drainage Partnership - Camlachie Burn is reporting at Amber due to unresolved land issues.

Inverclyde Council:

Inverkip is reporting at Amber on Finance as final agreements are to be put in place with partners.

Ocean Terminal is reporting at Amber on Finance as final agreements are to be put in place with partners.

North Lanarkshire Council:

Gartsherrie Link Rd scope is at Amber as NLC are considering the rationale for investment in light of completed market demand study. The Strathclyde freight study and City Deal Rail Freight Infrastructure Assessment suggests a review of the project and programme of the Gartsherrie link Road especially in light of the recent PD Stirling Planning appeal decision. OBC submission is due 2023.

Cardowan to Lochend Link Road scope reports at Amber as GCC currently reviewing the level of private housing sector interest in the SDF and to feedback to NLC on future next steps. Initial scope for the Cardowan link road by NLC as part of GCR City Deal does not meet the wider transportation needs of the Greater Easterhouse Strategic Development Framework finalised in Sept 2016 by GCC. Additional funding will be required and dependant on other private/public sector funding sources. Implications of wider Trunk Road network remain unknown of a larger infrastructure proposal.

A723 Improvements is also at Amber due to the withdrawal of the TIF pilot status which supported wider investments. NLC submitted revised Pan Lanarkshire SBC on 25th August 2017, which re-scopes the A723 improvement project considerably to include the wider Ravenscraig Infrastructure Improvement project.

South Lanarkshire:

Cathkin Relief Road reports at Amber for Timeline and Finance. The main component of this project, Cathkin Relief Road, is now complete and it opened to traffic on 24th February 2017, but focus is now turning to the delivery of remaining complementary works with some likely to slip into 2018/19.

Land Engineering, administration has resulted in some minor elements of work still be completed along with future maintenance.

Original project cost was £21.6m. SL have prepared a paper for Cabinet in December seeking approval to vire monies to the Greenhills project.

The PMO is reporting it at Amber as the implications of the re-profiling of the programme, and of Land Engineering going into administration have not been clarified at this stage. A change control must be submitted to the GCRCD PMO to communicate the impact on finance.

Greenhills Road/A726 Dual Carriageway reports at Amber for Timeline as public utility/land acquisition spend at the end of 2017/18 has now slipped into 2018/19 and for Finance as approval is sought to potentially vire monies from the Cathkin project.

Westburn Road Roundabout reports at Amber for Timeline as delays in procurement are impacting on tender issue dates for the Westburn Road Roundabout works which were scheduled to complete on site in 2018. The FBC will be submitted for Cabinet consideration in June 2018.

Sherry Drive & Strathaven Road Junction Improvements reports at Amber for Timeline as delays in procurement are impacting on tender issue dates for offsite road junction improvements scheduled to complete on site in 2018. The FBC will be submitted for Cabinet consideration in June 2018,

Regional Projects:

Airport Access: continues to be recorded at Amber in recognition of the risk to project delivery and will require all stakeholders to work collaboratively to deliver the project by 2024.

Skills Projects:

Working Matters: Working Matters remains at Red due to the ongoing issue of low client referrals from the DWP.

The CEG agreed on 30th November 2017 two change controls that will extend the operational period for the project and a reprofiled engagement and job outcome target.

a. **WM002 – Extension to the Delivery Period**

The overall timescale for Working Matters would be extended by 6 months to complete on 31 March 2019. The period of extension would allow the MA and delivery partners more time to work with clients to achieve additional outcomes

b. **WM003 – Reduction to 80% of original project targets**

The reduction of the Engagements Target from 4000 to 3217 and Job Outcomes from 600 to 483.

In-Work Progression: The timescale for IWP is amber because the end date for the project is currently under review by GCC who are the lead for the project. The project is currently scheduled to end in March 2018 with funding available until the end of July 2018.

Innovation Projects:

Medicity: Benefits realisation for Medicity has moved from Green to Amber as the project has submitted a revised project milestone proposal which both North Lanarkshire Council and Scottish Enterprise are currently reviewing. Once this has been finalised North Lanarkshire Council will submit any necessary project change

control request to the GCR PMO for consideration and update the MediCity Benefits realisation plan.

ICE: the project reports at amber for benefits realisation as the project requires an approved benefits realisation plan

FINANCIAL REPORTING

B.2 EXPECTED SPEND VS BUSINESS CASE APPROVALS BY PROJECT

Table 1 below details the total expenditure per project from the latest estimates as at 13 October 2017. This is compared with previous year spend, the projected spend for 2017/18 and the 2017/18 baseline. This table includes the £1bn from the Scottish and UK Governments and the £130m member authorities' contribution.

The spend for infrastructure projects for previous years is £56.351m. The projected spend for 2017/18 is £54.720m which is £6.167m below the baseline. There has been reductions in projected spend in Renfrewshire (£0.326m) and East Renfrewshire (£0.100m) from the previous month. The actual spend to date in 2017/18 is £15.545m which represents 28% of the projected spend for 2017/18.

The cumulative grant allocation to the end of 2016/17 was £60m with a further £30m due in 2017/18. The cumulative to date spend is £71.896m compared with a cumulative expected spend to the end of 2017/18 of £111.070m (65%).

CITY DEAL INFRASTRUCTURE FINANCIAL MONITORING ACTUAL SPEND vs BUSINESS CASE APPROVALS BY PROJECT AS AT 13 OCTOBER 2017										TABLE 1
Infrastructure Authority/Project	Estimated Project Funding	Previous Years Spend	Expected Spend 17/18	Baseline 2017/18	Cumulative Projected Spend to 17/18	CTD Spend	Funding Allowed through Business Case Stage Approvals	Previous Years Grant Allocation	Grant Allocation 2017/18	Cumulative grant/ cumulative projected spend
ERC M77 Strategic Corridor	44,000,000	1,784,556	3,186,000	3,200,000	4,970,556	2,430,527	2,687,480	2,249,000		
Levern Works							912,000			
	44,000,000	1,784,556	3,186,000	3,200,000	4,970,556	2,430,527	3,599,480	2,249,000	2,002,000	86%
Glasgow Canal and North (Sighthill)	73,390,000	21,694,547	13,581,804	13,581,804	35,276,351	29,759,448	63,058,000			
Glasgow Canal and North	15,900,000	341,713	1,530,592	1,530,592	1,872,305	881,720				
Glasgow City Centre	115,520,000	1,122,103	3,185,484	3,185,484	4,307,587	1,484,896	22,509,000			
Glasgow Clyde and Waterfront	113,900,000	818,592	962,636	962,636	1,781,228	1,259,264	7,390,000			
Glasgow Collegelands	27,000,000	521,743	1,375,317	1,375,317	1,897,060	828,006	4,150,000			
Glasgow MGSDP	40,200,000	537,735	3,482,809	3,482,812	4,020,544	1,217,565	7,738,000			
Total Glasgow	385,910,000	25,036,433	24,118,642	24,118,645	49,155,075	35,430,899	104,845,000	25,942,000	11,286,000	76%
Inchgreen	9,427,000	-		-		10,000				
Inverkip	3,250,000	8,000	300,000	1,000,000	308,000	8,000	260,000			
Ocean Terminal	14,137,000	42,000	300,000	300,000	342,000	105,869	800,000			
Total Inverclyde	26,814,000	50,000	600,000	1,300,000	650,000	123,869	1,060,000	201,000	1,183,000	213%
North Lanarkshire A8/M8	12,587,000	274,726	821,482	930,982	1,096,208	294,108	4,484,000			
North Lanarkshire Gartcosh/Glenboig	66,311,000	2,170,735	3,035,431	3,035,431	5,206,166	2,170,933	7,317,204			
North Lanarkshire Pan Orbital Transport Corridor	93,565,000	205,306	435,063	400,314	640,369	278,906	4,601,000			
Total North Lanark	172,463,000	2,650,767	4,291,976	4,366,727	6,942,743	2,743,947	16,402,204	4,042,000	2,976,000	101%
Renfrewshire CWRR	90,636,000	3,103,434	8,334,000	8,297,000	11,437,434	4,328,000	13,866,000			
Renfrewshire GAIAR	39,049,000	2,626,778	4,656,000	4,868,000	7,282,778	3,603,000	9,360,000			
Total Renfrewshire	129,685,000	5,730,212	12,990,000	13,165,000	18,720,212	7,931,000	23,226,000	6,427,000	6,133,000	67%
South Lanarkshire Cathkin Relief Road	21,628,457	13,539,021	182,000	1,870,000	13,721,021	13,820,837	21,628,000			
South Lanarkshire Council Community Growth Areas	62,300,000	4,554,018	1,801,623	1,801,623	6,355,641	4,618,298	10,791,000			
South Lanarkshire Greenhills	23,088,011	1,105,027	1,282,838	4,482,838	2,387,865	2,223,318	2,358,000			
South Lanarkshire Stewartfield Way	62,212,230	157,849	50,000	50,000	207,849	174,737	1,205,500			
South Lanarkshire Total	169,228,698	19,355,915	3,316,461	8,204,461	22,672,376	20,837,190	35,982,500	19,284,000	-	85%
West Dunbartonshire -EXXON	27,897,000	539,313	1,159,766	1,159,766	1,699,079	791,543	3,448,000	617,000	1,082,000	100%
Airport Link	144,294,000	1,203,325	1,057,000	1,372,000	2,260,325	1,607,000	15,149,000	1,238,000	1,338,000	114%
SPT	30,000,000	-	4,000,000	4,000,000	4,000,000	-			4,000,000	100%
TOTAL INFRASTRUCTURE	1,130,291,698	56,350,521	54,719,845	60,886,599	111,070,366	71,895,975	203,712,184	60,000,000	30,000,000	81%

B.3 YOUTH GATEWAY

Table C-1: Youth Gateway Cumulative Spend

SKILLS AND EMPLOYMENT Authority/Project	Revised Project Funding	Actual Spend 15/16	Spend 16/17	Actual Spend in 17/18 to Q2	Cumulative Spend to date	Grant Allocation 16/17	Claim to Date	%age in year claim to date
EDC - Youth Gateway	360,000	273,000	171,250	43,750	488,000	N/a		
ERC - Youth Gateway	300,000	101,500	127,995	57,682	287,177	N/a		
IC - Youth Gateway	900,000	-	493,000	147,000	640,000	N/a		
GCC - Youth Gateway	6,300,000	6,000,000	3,072,000	3,014,371	12,086,371	N/a		
NLC - Youth Gateway	2,400,000	1,700,000	2,042,788	985,384	4,728,172	N/a		
RC - Youth Gateway	1,560,000	1,200,000	817,458	484,494	2,501,952	N/a		
SLC - Youth Gateway	2,400,000	1,300,000	741,958	408,545	2,450,503	N/a		
WDC - Youth Gateway	780,000	588,000	265,302	620,854	1,474,156	N/a		
TOTAL YOUTH GATEWAY	15,000,000	11,162,500	7,731,751	5,762,080	24,656,331			

This table shows the cumulative spend to date against the funding to Q2 of 2017/18. Target spend has been achieved in all but two member authorities. These costs are all funded by member authorities.

B.4 CITY DEAL SKILLS AND EMPLOYMENT FINANCIAL MONITORING

Table C-2: Working Matter Actual Spend

CITY DEAL SKILLS AND EMPLOYMENT FINANCIAL MONITORING									TABLE 5
PROJECT FUNDING AND ACTUAL SPEND vs GRANT DRAWDOWNS									
SKILLS AND EMPLOYMENT Authority/Project	Revised Project Funding	Previous Years Spend	Projected Spend 17/18	Previous Years and Projected 2017/18	Actual Spend in 17/18 to Q2	Cumulative Spend to Q2	Grant Allocation Previous Years	Claim Cumulative to 17/18	%age in year claim to date
EDC - Working Matters	100,869	31,684	46,261	77,945	21,610	53,294	31,684	53,294	47%
ERC - Working Matters	75,851	19,523	31,890	51,413	13,880	33,403	19,523	33,403	44%
IC - Working Matters	215,241	102,577	81,475	184,052	36,940	139,517	102,577	139,517	45%
GCC - Working Matters	1,912,946	477,149	712,800	1,189,949	227,718	704,867	477,149	704,867	32%
NLC - Working Matters	459,075	274,696	174,761	449,457	121,572	396,268	274,696	396,268	70%
RC - Working Matters	447,559	221,212	115,750	336,962	28,550	249,762	221,212	249,762	25%
SLC - Working Matters	522,218	348,146	174,072	522,218	73,871	422,017	348,146	422,017	42%
WDC - Working Matters	237,480	66,034	92,248	158,282	45,505	111,539	66,034	111,539	49%
ALL - Working Matters	528,761	183,127	128,351	311,478	67,859	250,986	183,127	250,986	53%
TOTAL WORKING MATTERS	4,500,000	1,724,148	1,557,608	3,281,756	637,505	2,361,653	1,724,148	2,361,653	41%
Cumulative projection 1/4/2015 to end of 2018 compared with DWP available grant funding				72.93%					
Actual spend in 2017/18 compared with projected spend for 2017/18					40.93%				

The above table shows the actual spend on the Working Matters programme to Q2 of 2017/18 compared with projected spend and funding. This table shows that the cumulative projected spend to the end of 2017/18 is £3,281,756 which is 73% of the funding available. The actual spend in 2017/18 is £637,505 which represents 41% of the projected spend of £1,557,608 for 2017/18. This table shows spend against the DWP contribution of £4.5m.

Table C-3: Working Matter Funding, Spend and Grant Claim

SKILLS AND EMPLOYMENT Authority/Project	Revised Project Funding	Previous Years Actual Spend	Actual Spend 17/18	Cumulative Spend to date	Grant Allocation 17/18	Claim to Date	%age in year claim to date
In Work Progression	300,000		8,531	8,531	8,531	8,531	100%

The above table shows the funding, spend and grant claim to the end of quarter 2 2017/18. This table shows cumulative spend of £8,531 against the DWP contribution of £0.3m.

B.5 PMO BUDGET

The PMO budget is £1,101,628 for 2017/18. The budget projection is showing an underspend of £60,784. This is an expected outturn and not a final position. This underspend is mainly in relation to an expected reduction in salary costs due to vacant posts.

C PROGRAMME ACTIVITIES

C.1 INFRASTRUCTURE

C.1.1 Business Cases

Business cases that will be presented to Cabinet in December

1. East Renfrewshire Council: East Renfrewshire Business Boost (FBC) approval report from CEG
2. North Lanarkshire Pan Lanarkshire Orbital (SBC)

Business cases anticipated to be presented to CEG and Cabinet in February 2018

1. East Renfrewshire Council: Barrhead South Access-Phase 1-Balgraystone Road Upgrade (FBC resubmission with additional Tender information) (FBC)

C.1.2 Infrastructure Projects Business Case Change Control

Change Controls that were agreed by Chief Executives' Group 30th November 2017 for the following Infrastructure projects:

1. East Renfrewshire Council to amend timeline for Dams to Darnley Visitor Centre.
2. Glasgow City Council to amend timeline for FBC1: Sighthill: remediation (Contract 1);
3. Glasgow City Council to amend timeline for FBC1: Calton Barras Action Plan: Barras Public Realm; and
4. North Lanarkshire Council to amend timeline of Glenboig Link Road due to delay of Contract 2 works (delay from September 2017 to March 2018) which, consequently, will trigger a delay to Contract 3.

C.1.3 Business Case Green Book Compliance

The PMO is seeking Cabinet approval for a budget of up to £50 000 to carry out an exercise to ensure that previously approved Business Cases were Green Book compliant. Following the CEG's agreement at the meeting on 2/8/17 (item 4.2) the PMO is undertaking a procurement exercise to identify a consultant to carry out an gap analysis of all Infrastructure Fund OBCs and to provide the CEG with a report on each and their compliance with HM Treasury Green Book.

C.1.4 Business Case Training

The PMO is seeking approval of a budget allocation from the PMO Budget of up to £20 000 to deliver business case training for up to 30 people across all Member

Two levels of training courses are currently available:

- a short 'foundation' course in the Treasury method and approach which provides an overview for all those that would benefit from an understanding of developing or approving public sector spending proposals as business cases;

- a follow on ‘practitioners’ course for those who are directly involved in the detailed development, writing and management of business cases; this course builds on the ‘foundation’ course into practical development of best value options and creation of the case.

Both courses are accredited and will conclude with a final exam.

Actual costs will be presented to Finance Strategy Group and Chief Executives’ Group in January 2018 following detailed discussion with Member Authorities and suppliers and determining accurate numbers.

C.1.5 Programme Dates 2018

Proposed dates for key meetings and reporting cycles for 2018 was agreed by CEG on 30th November 2017. This indicates the PMO will issue the Programme Status Report on a quarterly basis and details the dates for these reports.

C.2 TRANSPORT SUPPORT GROUP/TRANSPORT APPRAISAL GROUP

The Transport Appraisal Group (TAG) continues to meet on a monthly basis to take forward work in a number of areas, The next scheduled meeting is 5th December 2017.

C.2.1 New Strathclyde Regional Transport Model (SRTM)

Although the final outputs from the audit of the model are awaited, the new SRTM is available for use and is being used by Transport Scotland for scheme assessment and also for the City Deal cumulative assessment exercise.

C.2.2 Transport & Connectivity Portfolio Issues

Given the Regional Economic Strategy commitment to developing a Strategic Transport Plan (STP) for the City Region, with a 3 year timeline for delivery of the actions (2107-2020), the Chair and vice-chair of TAG met senior officers at SPT on 2nd June 2017 to discuss the possible synergies between the STP and SPT’s review of the Regional Transport Strategy (RTS). A draft ‘way forward’ paper was prepared and circulated for comments and it was agreed through the Transport & Connectivity portfolio meetings that a short term working group (chaired by NLC and with membership, initially from GCC, SLC, RC and SPT) would be established to start taking forward work on the STP. The 1st meeting was held on 27th October and the 2nd scheduled for 1st December.

C.2.3 Consultations:

C.2.3.1 Strathclyde Partnership for Transport (SPT) – Review of Regional Transport Strategy

The SPT partnership has agreed to undertake a review of the Regional Transport Strategy (RTS), with scoping work underway and consultants planned to be appointed in January 2018. SPT has indicated that it is anticipated that the review will conclude in 2020 (following conclusion of the National Transport Strategy (NTS) review in 2019).

The Chair and Vice-Chair of City Deal Transport Appraisal Group have participated in a Stakeholder Group for SPT's review of the Regional Transport Strategy and TAG will continue to liaise with SPT.

C.3 SKILLS AND EMPLOYMENT PROJECTS

Internal Audit has conducted an audit of the governance of GCR City Deal Skills and Employment Projects.

To address the issues raised in the Audit Report for GCR City Deal Skills and Employment Projects, the Chief Executives' Group on 30th November 2017 instructed:

- a. the Youth Gateway Lead Authority to provide an issues log and updated risk register to the PMO and continue to monitor and update these documents in line with performance reporting;
- b. all MAs to ensure that the performance data for the Youth Gateway Project is signed-off by a responsible project officer prior to submission to the Lead Authority, using a template provided by the PMO;
- c. the Youth Gateway Lead Authority to establish a Youth Gateway Change Control Register and a process to manage change for the project;
- d. the Lead Authorities for each of the Skills & Employment Project to regularly review their risk registers and issues logs, and ensure these are accurately recorded;
- e. The PMO and Lead Authorities to ensure that the Change Control Register is accurately maintained;
- f. the PMO to establish a grant claims tracker for all claims made and grant payments received from DWP, and to include information relating to the project budget and spend incurred in the PMO report which will be presented to Cabinet;
- g. add narrative to the PMO Status Report to clearly explain each project's financial information and the budget and spend that is being represented.

The SEWG met on the 4th October 2017. The Group agreed a focussed approach to the Skills and Investment Plan by focusing on key priorities from the SIP. The priorities identified by the Group are: Labour Market Intelligence, City Region Employer Recruitment Incentive, City Region Community Benefits, Construction Sector Employment Forecasts, and Youth Employability. A report on these priorities will be presented to the Cabinet in February 2018.

C.4 ECONOMIC MODELLING AND ANALYSIS

C.4.1 Economic Delivery Group

The Economic Delivery Group met on 31st October and focused on development of the Regional Economic Strategy and the outcome of the Enterprise and Skills Review.

C.4.2 Commission on Economic Growth

The Commission for Economic Growth met on 8th November and included an update on the inclusive growth pilot project, the evaluation of the City Deal skills & employment and innovation projects, and how the Commission can respond to the discussion at

the Cabinet (11th October) and support the wider consideration of how the City Deal can deliver inclusive economic growth.

C.4.3 National Evaluation Panel

The National Evaluation Framework and draft Local Evaluation Framework were presented to and approved by GCR Cabinet on 11th October. SQW, the consultant leading on the development of the evaluation framework for Gateway Review 1, is currently developing the Local Evaluation Plan (LEP) and has been in contact with MAs to discuss the approaches that could be adopted to evaluate the impact of their projects at GR1. SQW will consult with the Commission on the draft LEP and provide the draft to the PMO in December. The LEP will contain details of the methodologies, data requirements, and potential financial requirements for the evaluation of the City Deal infrastructure fund projects for GR1.

C.4.4 REPORTING

The Assurance Framework is currently being reviewed and will reflect amendments as previously agreed by Cabinet and Governments and proposals for quarterly Programme reporting which has been agreed by UK and Scottish Governments.

All business cases that have been approved by Cabinet require an individual Project Status Report to be completed and issued to the PMO to allow monitoring and reporting on the approvals agreed by Cabinet within the Programme Status Report.

C.5 LEGAL

The Legal and Procurement Support Group met on 8th November 2017. Key issues discussed and progressed were as follows:

The Group discussed the recent NEC 3 training on Compensation Events organised by CECA and attended by all Member Authorities, which it was agreed was very useful. Further opportunities will be sought for City Deal attendance at CECA events. Project Bank Account training was attended by a number of Member Authorities and was considered useful.

Each authority agreed to prepare Community Benefit targets to align with its five-year financial forecast and this approach was agreed by CEG on 30th November 2017.

The Group had agreed a standard draft Performance Bond for use on City Deal Projects, where a Member Authority determines that a bond is appropriate.

C.6 RISK AND ISSUES

All support groups Risk Registers and Issue Logs have been consolidated into a single Programme Risk Register which is reported through Chief Executives' Group and is attached at Appendix 1. The Programme Risk Register will be reported to Cabinet on a quarterly basis with the next update in February 2018.

C.7 COMMUNICATION, MARKETING AND STAKEHOLDER ENGAGEMENT

Scottish Parliamentary Inquiry

In April 2017 the Local Government and Communities Committee launched a Parliamentary Inquiry on City Region Deals. The Committee called for members of the public, organisations and businesses to submit written evidence setting out views on whether City Region Deals are on course to deliver local economic growth and major infrastructure projects in line with their original proposals. A summary of the main points raised in the 39 submissions was collated by the Scottish Parliament Information Centre and is available on the Scottish Parliament website.

During November four Evidence Sessions were held with representatives attending from a range of organisations and bodies including the key Scottish City Region and Growth Deals, FSB, academia and the UK and Scottish Governments. The Committee also visited Glasgow Airport with regards to the Airport Access and Airport Investment Area projects.

A number of key themes arose during the evidence sessions most of which align with the general focus of the Inquiry and with the views of organisations represented, as set out within their written submissions.

The development of individual deals / selection of projects was considered, where it was largely felt that neither the business community nor communities had been part of the process. Some questioned whether projects selected were aligned to local and national strategic priorities.

Governance is seen as a key issue, with questions raised both by those giving evidence and by Committee members as to the transparency of decision making and available information. **Engagement with the business community and communities generally** was considered something most deals have not been successful at achieving. It was considered important that people understood the purpose of their local City Deals and how projects would benefit them and their communities.

In relation to **Evaluation and Monitoring**, it was considered by some that clarity was required as to the actual purpose of the deals themselves – again how these would benefit communities but also towns, as opposed to just cities. Accessible information on how City Deals are performing at a local and also collectively at a national level was felt to be missing.

Inclusive Growth continued to focus highly throughout the sessions. The Committee was reminded that the original purpose of City Region Deals, instigated by the UK government in 2011, was to grow GVA. However, it was recognised that Inclusive Growth is a fundamental element of the Scottish Government's economic strategy, launched in 2015. It was recognised that clarity is required as to exactly how Inclusive Growth is defined and understood. Detail was provided on work underway by the Commission on Economic Group for the Glasgow City Region Cabinet. This will involve advice on criteria to evaluate the programme as a whole as well on as individual projects within it, in relation to Inclusive Growth. A pilot exercise will help to establish the recommendations.

It was considered that narratives from City Deals in relation to *retro-fitting* or *re-engineering of projects* may signal an opportunity to ensure that projects are better able to deliver inclusive growth.

Government representatives stressed that projects selected or any proposed changes to projects would only be instigated by the City Deals themselves. Their role is to ensure projects deliver against their specific objectives. While both governments would be receptive to proposals for change, the Scottish Government would want to see inclusive growth being prioritised in any changes.

A centre for regional inclusive growth is being set up by the Scottish Government. This will provide a platform to share local and national data and support regional partnerships.

The Committee's final report of findings and recommendations to Parliament is anticipated mid-January 2018.

General

Following issue of the October Cabinet papers, the Evening Times reported on Working Matters being 'on track to fail' and referenced the improvement plan with the DWP.

A number of Working Matters case studies have been added to the City Deal website along with information on the scheme and member authority contact details.

Media releases issued in the period include the announcement by Glasgow City Council on the appointment of its preferred housing developer for Sighthill and extensive community benefits associated with the contract. A release issued by Inverclyde Council regarding the plans for Greenock's Ocean Terminal building and the 'Wyllieum' exhibition space was covered by the Herald and Inverclyde Now. Details of the scheme and the City Deal also featured in the latest resident newspaper. The Dumbarton and Vale of Leven Reporter confirmed that West Dunbartonshire Council had approved plans to agree additional governance arrangements for Education.

Renfrewshire Council issued a statement from the Council Leader following confirmation from the Scottish Government that Ministers will determine the planning application for the Clyde Waterfront and Renfrew Riverside project. This was covered by the Paisley Daily Express, Gazette and Clydebank Post and in Scottish Construction Now. The announcement that GCR had made the long-list for the Heathrow Logistics Hub was picked up by various media.

There has been ongoing media coverage of the Airport Access project - on the back of discussion at the Scottish Parliamentary Inquiry, the Jacobs report and published comments made by the Scottish Transport Minister regarding the scheme.

C.8 BENEFITS REALISATION

At the meeting on 11th October the Cabinet approved the National Evaluation Framework and draft Local Evaluation Framework, developed by consultants SQW for the National Evaluation Panel, for Gateway Review 1 (GR1).

A key strand of the GR1 process is the monitoring and reporting of the direct outputs being delivered by individual City Deal projects, which are to be provided to the National Evaluation Panel on a six monthly basis. In line with the City Deal Assurance Framework, the evaluation framework, and the requirements of the Grant Agreement for Infrastructure projects, the PMO has gathered the initial output data from the Member Authorities.

The data provided to the PMO at this time reflects the stage of development of the Infrastructure Fund projects and what outputs have been delivered to date. As construction commences on other projects, MAs will be required to report on the delivery of their project outputs to the PMO.

The wider economic outcomes and impacts of the City Deal interventions will be identified and captured in the evaluation process that will be contained within the Local Evaluation Plan, which is anticipated to come to Cabinet in February 2018. The draft approach to evaluation of the 6 projects that fall within the scope of impact evaluation GR1 is currently being shared by SQW with the relevant project managers from the MAs and the Commission on Economic Growth for consideration and refinement.

C.9 CONTRACT REGISTER

The PMO provided a report to the Chief Executives' Group (CEG) on 30th November 2017 on the City Deal Contracts Register and Community Benefits. The CEG has established a group of senior officers from across the City Deal Member Authorities to deliver the community ambitions of the City Deal.

C.10 SCOTTISH GOVERNMENT UPDATE

In response to an increased focus on the role effective partnerships play in delivering inclusive economic development, there has been a number of structural changes to the Enterprise and Cities division within the Scottish Government.

A new team, *Place Based Economic Development*, will take forward work to develop Regional Partnerships, to co-ordinate the non-city growth deal discussions and support local economic development.

A further new team will focus on work in the South of Scotland, taking forward the legislation and organisational arrangements for the new South of Scotland Agency, supporting the interim arrangements, and coordinating discussions on the Borderlands Inclusive Growth Deal.

The new Cities team will focus on securing and delivering City Deals and taking forward the Agenda for Cities.

C.11 UTILITIES

The PMO have prepared mapping information collected to date with the Infrastructure Portfolio to facilitate joint working and to ensure an aligned and co-ordinated approach to the delivery of infrastructure.

D RECOMMENDATIONS

Cabinet is asked to:

- Note the Financial Monitoring Report (**ref Section B2-B5**);
- Agree an allocation of up to £50,000 to carry out an exercise to ensure that previously approved Business Cases are Green Book compliant. (**ref C.1.3**). This cost will be met from underspends within the PMO budget

- Agree an allocation of £20,000 from the PMO budget for business case training for PMO and Member Authorities staff (**ref C.1.4**). This cost will be met from underspends within the PMO budget; and
- Agree that project output data is provided to the National Evaluation Panel (**ref C.8**) on a six monthly basis, in line with the Cabinet approval of the National Evaluation Framework on 11 October.

APPENDIX 1 - PROGRAMME RISK REGISTER

Programme	Director: Kevin Rush	
Date updated: 04/12/2017		Last reporting period: 15/09/2017

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	Delay in overall programme delivery leading to non achievement of milestones	Underspend in overall programme leading to reputational risk	5	3	15	High	MA	PMO-PM	Financial Reporting framework to identify problems at early stage. Underspend in the first two years noted and reported. City Deal monies utilised by Member Authorities on Non city deal projects. Programme spend for 2017/18 will be monitored. Ongoing monitoring and exercise underway to compare baseline with new projections. Baseline 2017/18 figures received and reported and included in PMO report for comparison. Received quarterly phasing of expenditure for 2017/18 from all member authorities. Requested updated projections of first 5 years spend to align with Gateway Review and to report on thereafter. First 5 years spend received and reviewed by FSG and further work and review required. Workshop with SQW and need to ensure projected figures are as accurate as possible to include in review by SQW to be completed by December 2017. PMO staff met with member authorities and requested and received prudent first 5 year spend projections. Figures reviewed by Finance Managers, Project Managers, S95 Officers and PMO staff. Submitted report to FSG and CEG on review findings and first 5 year projected spend. Report agreed by both groups and figures now provided to SQW on first 5 year spend projections.	5	3	15	High	04/12/2017	↔
rsk 0002	Open	Finance	Delay in development and approval of business cases leading to pressure on programme delivery and milestone achievement	Slippage in the overall programme due to approvals lagging behind spend	3	3	9	Medium	MA	PMO-PM	Member Authorities to ensure development of their projects align with scheduled programme of business case submissions.	3	3	9	Medium	04/12/2017	↔
rsk 0003	Open	Physical/Assets	Utility companies investment plans align with City Deal Programme outputs and outcomes	Increased cost, delay or failure to deliver.	3	3	9	Medium	MA	ERC PMO-MMcD	Early engagement with utility companies informing them of the programme plans. Infrastructure Portfolio led by East Renfrewshire has established a utility forum with an initial meeting in September 2017 and a proposal for a working group agreed by LOG in November 2017.	2	3	6	Medium	04/12/2017	↔
rsk 0004	Open	Delivery/Finance	Failure to deliver programme and projects benefits	Potential failure at Gateway Review.	3	2	6	Medium	MA	PMO-KR	National and local evaluation frameworks discussed by Cabinet on 11/10/17. SQW preparing a detailed Local Evaluation Plan for submission to the PMO in December '17 - the PMO will arrange a session for the LEP to be presented to the MAs early 2018. Quarterly project output reporting has commenced..	3	2	6	Medium	04/12/2017	↔
rsk 0005	Open	Physical/Assets	Lack of appropriate skills and labour being available.	Slippage and delays in projects requiring specialist knowledge and potential additional costs to contracts	3	3	9	Medium	SEWG	SLC/ PMO-MMcD	TERU have concluded their review and presented their report to CEG on 4th May 17. The Skills and Employment Working Group are undertaking work to analyse the skills supply that will be available during the construction period for the CD infrastructure projects. The SEWG are working on a report to implement key aspects of the SIP and this will be brought to Cabinet.	2	2	4	Medium	04/12/2017	↔
rsk 0006	Open	Regulatory/Legal	Governance procedures are not fit for purpose	Decision making will be difficult or inappropriate	3	1	3	Medium	PMO	PMO-KR	Ensure appropriate governance procedures are fit for purpose with a regular review of the Assurance Framework (every six months) and four weekly status review of all projects. Internal Audit have set up a Audit Support group to determine reliance to be placed on Member Authorities internal governance procedures.	3	1	3	Medium	04/12/2017	↔

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 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 progress to ensure positive coverage. Development of forward plan of key milestones and communication activities. Project Communication Plans developed for each project. Programme Communication & Marketing Strategy agreed.	2	2	4	Medium	04/12/2017	↔
rsk 0009	Open	Delivery	Delay in assessment of transport projects included within Cumulative Transport Modelling	Transport projects delayed or unable to be assessed against programme criteria.	4	3	12	High	MA	TAG PMO-CC	Transport Group remit includes the management of the timescales for the cumulative modelling. Transport Group set up and are involved in a peer review of the Business Cases. CEG and CAB have approved the appointment of Aecom to carry out a cumulative assessment. Completion of the report was anticipated Summer 17. Rescheduled to Spring 2018	4	3	12	High	04/12/2017	↑
rsk 0010	Open	Delivery	Project business cases are affected by related projects and/or alignment of stakeholders' priorities (e.g. SRS, IIP, HLOS)	Impact on delivery	3	3	9	Medium	MA	PMO-MMcD	Programme/project Business Cases should highlight dependencies and interdependencies which should be escalated as appropriate.	3	2	6	Medium	04/12/2017	↔
rsk 0011	Open	Procurement	Failure to deliver community benefits as detailed in the Programme Community Benefit Strategy.	Community Benefits from City Deal Infrastructure Projects are not maximised and not made accessible to the most disadvantaged groups within the region.	3	4	12	High	MA	PMO - LPSG & SEWG	The PMO has provided a report to the CEG (30/11/17) with an analysis of community benefits secured from the CD to date.	2	3	6	Medium	04/12/2017	↑
rsk 0012	Open	Regulatory/Legal	Insufficient engagement between the Commission & NEP with the City Deal Programme	Ineffective liaison with the National Panel, the Economic Support Group and the CEG and CAB.	2	2	4	Medium	MA	PMO-KR	The PMO has been meeting regularly with the Commission (an update was provided to Cabinet on 11 October) and the National Panel (SQW). SQW presented to the chief executives and lead officers on 30 August. The PMO is attending a meeting of the NEP Steering Group on 11 December. SQW have been invited to present the forthcoming National Evaluation Plan to MAs in December.	2	3	6	Medium	04/12/2017	↔
rsk 0013	Open	Legal	Absence of detailed guidance from SG on implementation of European Single Procurement Document may lead to procurement challenges	Delay and increased cost of Projects	4	3	12	High	MA	LPSG/ PMO-MM	SG to be requested to produce guidance; MAs to work together to identify issues and introduce processes designed to over come them; MAs to arrange training.	4	2	8	High	04/12/2017	↔
rsk 0014	Open	Regulatory/Legal	Impact of the UK leaving the EU.	Impact on future funding, inward investment, economy, supply chain, leading to lower baseline and economic growth.	4	3	12	High	MA	MA FSG PM KR	MA to ensure there is mitigation in place for Projects in the Programme which relay on current EU funds	4	3	12	High	04/12/2017	↔
rsk 0015	Open	Economic	Political uncertainty	Potential lack of confidence by investors and businesses as well as public service uncertainty through diminished commitment to City Deals and potential claw back of funding.	5	4	20	High	MA	PMO KR	CAB approved Glasgow City Region Economic Strategy and Action Plan . There is a requirement to maintain close working with both Governments and to work collaboratively with partners and stakeholders on a regional and sectorial basis.	4	3	12	High	04/12/2017	↔
rsk 0016	Open	Economic	Competition against other cities within EU in attracting investment	International companies may choose to invest in EU countries leading to a smaller number of businesses willing to stay & grow or relocate in GCR.	3	3	9	Medium	MA	PMO KR	The Glasgow City Region Economic strategy and action plan has been developed and agreed by Cabinet. Three portfolio officers have been recruited to deliver the regional economic priorities within the action plan and they are engaging with portfolio leads.	3	3	9	Medium	04/12/2017	↔
rsk 0018	Open	Economic	Changes to project investments	Changes to spend and delivery profiles and anticipated economic benefits	4	3	12	High	MA	PMO-MMcD	Ensure that any changes to infrastructure project investments are justified in terms of economic and strategic value and other projects are delivered on time or accelerated in order to compensate.	3	2	6	Medium	04/12/2017	↔

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 0019	Open	Delivery	Underestimation within the Business Cases' on scope and finance and deliver what was agreed in the BC.	Impossibility to deliver the project objectives	3	4	12	High	MA	PMO-MMCD	Ensure robust business cases with appropriate level of details are promoted by the MA and robust project analysis carried out by the PMO to ensure good decision making.	1	2	2	Low	04/12/2017	↔
rsk 0020	Open	Delivery	Statutory bodies processes create a delay in project delivery	Potential delays in the programme.	3	2	6	Medium	MA	PMO-MMCD	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	2	4	Medium	04/12/2017	↔
rsk 0021	Open	Delivery	Shortage of construction material	Potential delays in the programme objectives.	3	2	6	Medium	MA	PMO-MMCD	Robust analysis by the Member Authority of their Project Plans.	2	2	4	Medium	04/12/2017	↔
rsk 0022	Open	Delivery	Bankruptcy or liquidation of an appointed Consultant/Contractor	Potential delays in the programme objectives. Potential monetary loss.	4	3	12	High	MA	PMO-MMCD	Member Authority to carry out robust analysis of shortlisted Consultant/Contractor.	3	2	6	Medium	04/12/2017	↔
rsk 0023	Open	Reputational	Failure to monitor benefits and outcomes	Project outputs and outcomes are not captured in the evaluation and monitoring by MA or PMO with impact on success at Gateway Review 1.	4	2	8	High	MA	PMO- PK	PMO to ensure that a robust monitoring and evaluation programme is adhered to in line with the requirements of the local evaluation framework. Quarterly reporting has been issued to CEG 30 November 2017.	3	2	6	Medium	04/12/2017	↕
rsk 0025	Open	Programme	Lack of communication planning for each project	Lack of a coherent message across Projects	3	3	9	Medium	MA	PMO-CK	Individual member authorities will lead on communication planning for their projects. The Group has agreed a standard template document for formal Communication Plans. Project milestones / activities are shared and discussed at regular Comms Group meetings and recorded in the Key Milestones document.	1	1	1	Low	04/12/2017	↕
rsk 0026	Open	Programme	Lack of collaboration between the 3 City Deal innovation projects.	No coherent voice across the Innovation Programme. Each project left to its own devices with regards to exposure, lessons learnt and comms etc.	3	3	9	Medium	MA	PMO - PK	The PMO has regularly brought the GCR CD projects together (17/11/17) to discuss areas of collaboration and cross referrals. The 3 projects have developed a working relationship where they are collaborating as part of their day-to-day business. The Economic Commission is engaging with the projects in relation to evaluating their outcomes.	2	1	2	Low	04/12/2017	↕
rsk 0027	Open	Programme	Providing an accurate estimation the key variables in the sensitivity analysis for MediCity. The number of opportunities identified and then subsequently the number of businesses that will be formed from the project. Risk taken from 2.5 MediCity BC	If underestimated, impact could be a reliance on public sector funds to maintain project.	4	4	16	High	MA NL	NLCPMO	MediCity/BioCity to ensure that visibility of project encourages growth and investment to ensure that estimated targets are met. The PMO has discussed this with NLC and a further update will be provided by NLC in November.	2	2	4	Medium	04/12/2017	↕
rsk 0028	Open	Objectives and Projects	Failure to properly associate project Business Cases targets against the Programme Business Case.	Difficulty to prepare a Programme Business Case	4	2	8	High	MA	PLG PMO-MMCD	Revised Programme Business case to be prepared in Spring 2018 taking into account business cases the work of the National Panel and advice from the Commission	4	2	8	High	04/12/2017	↔
rsk 0030	Open	Regulatory / Legal	Management and ownership of the model GCV SITLUM and Productivity Model	Potential inability to use model in the future if required	4	2	8	High	MA	TAG/ PMO-CC	Development of the National and Local Frameworks will determine if modelling is required for evaluation. Transport Portfolio and TAG will determine modelling required for regional transport assessment	3	2	6	Medium	04/12/2017	↔
rsk 0031	Open	Objectives and Projects	Transport Strategic Assessment Framework Sub-Group identified a number of the Transport Projects would require to be considered as part of a wider cumulative assessment exercise.	Possible delay to projects with transport elements who would require to assess the impacts of the cumulative modelling.	4	4	16	High	MA	TAG/ PMO-CC	The new Sub Regional Transport Model (STRM) is complete (TS @ SPT). The cumulative transport modelling is progressing with consultant Systra - managed by the TAG Group	4	2	8	High	04/12/2017	↔

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 0032	Open	Finance	Ensuring Financial Projections are realistic.	Financial Planning is put at risk due to spend levels not being reached.	3	4	12	High	MA	PLG/PMO-PM	Revised Financial baseline will be presented to Directors of Finance and CEG June 2017 to facilitate robust financial management. Baseline report presented to FSG and CEG. Baseline figures for 2017/18 reflected in PMO report and used to compare spend. Phasing of expenditure requested for 2017/18 and 5 year projection. Quarterly phasing of spend received from all member authorities and to be reported on. First 5 year spend projections received and reviewed by FSG and require further scrutiny. PMO staff met with member authorities and requested and received prudent first 5 year spend projections. Figures reviewed by Finance Managers, Project Managers, S95 Officers and PMO staff. Submitted report to FSG and CEG on review findings and first 5 year projected spend. Report agreed by both groups and figures now provided to SQW on first 5 year spend projections.	3	4	12	High	04/12/2017	↔
rsk 0033	New	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	2	10	High	PMO/MA	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 to be undertaken of business cases previously approved.	N/A	N/A	N/A	N/A	04/12/2017	□