



Glasgow City Council

**Economy, Housing, Transport and
Regeneration City Policy Committee**

**Report by George Gillespie, Executive Director,
Neighbourhoods, Regeneration and Sustainability**

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Item 4

5th March 2024

CLYDE METRO UPDATE

Purpose of Report:

To provide Committee with an update on developments on Clyde Metro since the last report provided in March 2023.

Recommendations:

It is recommended that committee:

- a) Note the change in lead role from Transport Scotland to Strathclyde Partnership for Transport to take forward the Clyde Metro Case for Investment development work.
- b) Note the £12.155M funding from the City Deal Glasgow Airport Access Project has been approved to support development of the wider regional opportunities through Clyde Metro and fully delegated to Glasgow City Council to hold and disburse funds to support the business case programme development, including entering into agreements with Strathclyde Partnership for Transport in their lead role, and as a procuring organisation for consultancy services.
- c) Note the emerging plan and approach to take forward the development of the Case for Investment over the next two years.
- d) Refer this report to City Administration Committee for approval of the receipt of £12.155M City Deal funding and allow Glasgow City Council to hold and disburse funds to progress Clyde Metro business case development work.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

1 Purpose

- 1.1 The purpose of this report is to provide the Economy, Housing, Transport and Regeneration City Policy Committee with a progress update on developments on Clyde Metro since the last report to committee in [March 2023](#).

2 Background

- 2.1 Clyde Metro is a key Scottish Government priority for future transport investment. The mass transit plan is one of 45 recommendations that was included in the second Scottish Transport Projects Review (STPR2) [final report](#), which was published in December 2022. Transport Scotland were identified as the lead agency to continue to work with Glasgow City Council, Strathclyde Partnership for Transport and regional partners to progress the wider network and transformational opportunities across Glasgow and its neighbouring local authorities across the City Region.
- 2.2 There is strong and unprecedented policy alignment for Clyde Metro across STPR2, national and regional transport strategies, Glasgow's own transport strategy, and the adopted National Planning Framework 4 which included mass transit schemes as national developments. Transport Scotland outlined their approach to build the business case for Clyde Metro through a Case for Investment (CFI) methodology which was progressed by a joint project team across key partners, with funding anticipated through an Investment Plan for all STPR2 recommendations.

3 Progress Update

- 3.1 With continued delays surrounding the announcement of an Investment Plan, Transport Scotland requested other funding options be considered to maintain momentum on Clyde Metro development. Glasgow City Council via the Glasgow City Region structures commenced early conversation to explore the possibility of utilising the Glasgow Airport Access Project (GAAP) funding given the scope of the GAAP was incorporated within the wider development of a Clyde Metro network and delivery phasing options.
- 3.2 The Clyde Metro Programme Steering Group (PSG), consisting of the Chief Executives of the three partner organisations - Transport Scotland, Glasgow City Council and Strathclyde Partnership for Travel (SPT), met on 27 October 2023 and confirmed that the lead role for the development for the CFI will move to SPT, working alongside Glasgow City Council, on behalf of Glasgow City Region (GCR), and Transport Scotland. This development was also confirmed in a [SPT report](#) to their Strategy & Programme Committee and by way of a [press release](#) issued by SPT. The emerging allocation of CFI workstreams are as follows:

SPT:

- Programme-level Strategic Business Case
- Strategic Environmental Assessment

- Preliminary Engineering Statement
- Integrated Transport Approach – Clyde Metro’s interaction with other transport modes/initiatives
- Operational and Delivery Model/Governance

Glasgow City Council for Glasgow City Region:

- Transformation Programme
- Stakeholder Management
- Corridor Masterplan Study
- Funding and Commercial Strategy

Transport Scotland

- Project assurance, technical advice and support.

- 3.3 At its meeting on 6th December 2023, the GCR Chief Executives Group under its delegated authority from GCR Cabinet, approved allocation of the £12.155m business case funds from the Glasgow Airport Access Project to Glasgow City Council as the lead authority with GCR, to support the development of Clyde Metro. Up to £6.5M is available to support the commissioning of consultants in furtherance of the delivery of CFI outputs. The remaining £5.655M is available to support local authority resource and spend profile developed in line with the Case for Investment programme. SPT have also confirmed the availability of additional funding of £2.2M to support CFI development, subject to SPT Partnership approval.
- 3.4 Glasgow City Council will be responsible for holding and disbursing funds to support Clyde Metro business case programme development, including entering into agreements with SPT given their lead role and as the procuring organisation for consultancy commissions on behalf of the partners. Discussions are currently taking place between Glasgow City Council and SPT’s finance and legal teams to establish the arrangements for transfer of the funding and any related agreements necessary for future project development (e.g. Grant Funding Agreement and Memorandum of Understanding).
- 3.5 Delivery of the Case for Investment outputs are expected over the next two years, to be presented for approval at an appropriate gateway decision point. The Clyde Metro governance arrangements across the three main partner organisations will be utilised in line with their Terms of Reference to make required decisions and manage, monitor, control and report progress to the gateway decision point.
- 3.6 Given the role of GCR as the grant funder for this stage, regular progress reports will also be required to be provided through GCR structures on the timetable for development and monitoring progress of spend and activity. Consequently, the need for GCR local authorities to have clearer and direct input into the Clyde Metro Project Board has been identified. A sub-group - Local Authorities Senior User Group - is in the process of being established which will formally facilitate GCR Local Authorities input, and a representative of that sub-group will attend future Project Board meetings.

- 3.7 The Local Authorities Senior User Group will provide a strong regional voice and representation to the Clyde Metro client team and play a critical role to champion and embed the regional transformational benefits into the programme scope and decision making. The Programme Steering Group acknowledge that GCR input is vital to bring the knowledge and expertise around transport and transformation opportunities focusing on urban development matters and integration into the current network. This early regional input will enable effective engagement in the planning and appraisal of corridor, network and phasing assessments and offers early considerations for the transformative impact planning, development implications, consents and authorisations required from local authorities.
- 3.8 Since October 2023, SPT has taken over responsibility as lead partner for the Case for Investment and has continued to progress the mobilisation of the business case development programme across multiple workstreams. Paragraphs 3.9 – 3.13 highlight the key updates which were discussed at the January 2024 Programme Steering Group.
- 3.9 Project Governance and Project Management Approach - following a review of governance best practice, and to address one of the recommendations of the Edinburgh Tram Inquiry Report, PRINCE2 methodology principles for governance and management of the project will now be adopted. Consequently, the Client Delivery Group has been reconstituted as a Project Board reporting into the Programme Steering Group, which comprises the key decision makers for Clyde Metro. The Terms of Reference are now being revised and amended in relation to both groups' remit and membership to manage and deliver the outputs for formal sign-off.
- 3.10 Case for Investment Approach and Work Programme - work has continued on the approach and outline work programme to enable delivery towards the gateway decision point in circa two years from appointment of consultancy support. This work has concluded that the most appropriate approaches to delivery of the CFI is to split into two stages.
- Stage 1 will focus on providing two initial consultancy work packages.
 - Stage 1 Part A will develop the Case for Change and Initial Option Generation & Development and Stage 1 Part B will provide Client Advisory Support to provide project management reviews and develop assurance and stakeholder management strategies.
 - Stage 2 will deliver the key outputs including the Programme Business Case for the gateway decision point.
 - In parallel to Stage 1, a dedicated Clyde Metro Framework with 'lots', tailored towards the future requirements of the project will be developed, by SPT as the procuring organisation, from where Stage 2 tender(s) will be issued.
- 3.11 Stage 1, which will include definition of detailed programme plan is programmed to complete by Q3 2024, with CFI Stage 2 programmed to complete by Q1

2026, thereby fulfilling the requirement to deliver the CFI within 2 years. The main stages of the Case for Investment programme will set out:

- the programme vision and objectives, and stakeholder engagement plans
- developing understanding of the constraints and interdependencies for corridor and network optioneering
- long and preliminary listing and sifting of options, including proposed technology, costs and transformational impact assessments
- shortlisting options for the suite of Statutory Environmental Assessment public consultations
- packaging and Outline Business Case strategy for the stage design, build and operating stages.

3.12 Project Assurance / Recommendations of the [Hardie Report](#) - a detailed review has been undertaken of the findings and recommendations of the Edinburgh Tram Inquiry Report to identify lessons that can be learned for Clyde Metro. A working group has now been established within the project team to ensure the recommendations are embedded within the Clyde Metro project and are considered throughout future development of the project, including a formal log of actions implemented.

3.13 Health Impact Assessment Toolkit pilot project – a joint working opportunity for Clyde Metro and Public Health Scotland is progressing to identify how decision-making processes used throughout the development of capital investment projects could be amended and enhanced to reduce the risk of creating health inequalities and maximise positive health outcomes. A scoping health impact assessment has been carried by Public Health Scotland and recommendations made on its future use. This work has helped identify opportunities for Clyde Metro ongoing collaboration and evidence review in relation to transport, health and transport poverty.

4 Policy and Resource Implications

Resource Implications:

Financial:

£12.155M funding delegated to Glasgow City Council from GCR City Deal to hold and disburse funds to support the development of the Clyde Metro business case. Ongoing financial and activity reporting to Clyde Metro Programme Steering Group and GCR structures.

Legal:

Support the development of appropriate grant agreements with SPT and Memorandum of Understanding across the partner organisations. Input to any required working groups to progress Clyde Metro proposals.

Personnel: The GCR core and ad hoc project team will need to be established in line with the requirements for the CFI programme.

Procurement: There are no new procurement implications in this report for GCC as SPT will be the main procuring organisation.

Council Strategic Plan: Clyde Metro supports the following:

Grand Challenge 1: Mission 3 and 4.
Grand Challenge 2: Mission 1 and 2.
Grand Challenge 3: Mission 1 and 2.
Grand Challenge 4: Mission 1.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify. Clyde Metro is supportive of the stated outcomes.

What are the potential equality impacts as a result of this report? Equality Impact Assessments (EQIAs) will be developed as appropriate, however, Clyde Metro is supportive of the stated outcomes.

Please highlight if the policy/proposal will help address socio-economic disadvantage. Clyde Metro focuses on:
a) Unserved and underserved areas with relatively poor connectivity;
b) Improving access to key hubs such as the city centre, hospitals, major education facilities, key employment, centres, retail hubs, and major leisure/sports facilities; and
c) Integrating with major transport hubs and creation of new interchange opportunities as well as active travel.

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify: GCC has committed to a goal of achieving net zero carbon emissions in Glasgow by 2030 in its collaborative Climate Plan. Clyde Metro recognises that transport emissions are the biggest challenge.

What are the potential climate impacts as a result of this proposal?

Clyde Metro can provide a positive impact on the climate through enabling and encouraging alternative and more sustainable modes of travelling in the GCR, as well as reduce emissions.

Will the proposal contribute to Glasgow's net zero carbon target?

Clyde Metro will contribute to Glasgow's net zero carbon target. To promote low carbon movement of people and goods in a resilient transport system that can adapt sustainably in the future.

**Privacy and Data
Protection Impacts:**

No data protection impacts identified.

5 Recommendations

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