

Glasgow City Region

Annual Implementation Plan

1st April 2021 – 31st March 2022



1. Introduction

- 1.1 The Annual Implementation Plan covers the period April 2021 to March 2022.
- 1.2 This report is a requirement of the Assurance Framework and provides a statement of our intentions – setting out details of our planned activities for the coming year for Cabinet and our Government partners.
- 1.3 Progress on the delivery of the actions set out in this Plan will be reviewed, updated on a quarterly basis and reported to Cabinet and Government.

2. The Glasgow City Region City Deal

- 2.1 The Glasgow City Region City Deal was the first City Deal in Scotland and remains one of the largest in the UK. Funding of £1.13 billion will deliver 21 infrastructure projects including new roads, bridges and improved transport infrastructure across the Region as well as further construction, remediation and public realm works. The majority of these projects are already underway, with some already completed. This investment will help unlock vacant sites in key locations, assisting further housing, retail and commercial development. In fact, the City Deal is anticipated to lever in an estimated £3.3 billion of private sector investment over 20 years.
- 2.2 Our three Innovation and Business Growth projects have been completed, supporting the growth of small and medium sized businesses and enhancing the Life Sciences' sector. Over its lifetime the City Deal is expected to create thousands of new jobs and help many unemployed people back into work. Local employment challenges have been supported through three labour market projects, all of which are completed and which provided targeted support to 16-24 year olds, to vulnerable residents, and to the Care sector. Evaluation exercises on these have provided valuable learning for future Regional labour projects.

3. Programme Governance and Scrutiny

- 3.1 In 2014, the eight Glasgow City Region Councils agreed to establish a Joint Committee to govern the City Deal and determine the strategic economic development priorities for Glasgow City Region. The lead body of the Joint Committee is Glasgow City Region Cabinet (CAB) which is made up of the Leaders of the participating authorities.
- 3.2 The Programme Management Office (PMO) acts as a secretariat for the Cabinet and is the central point for appraisal and monitoring of all aspects of City Deal. The Cabinet is supported by a Chief Executives' Group (CEG), which oversees the management of the PMO in its delivery of the operational functions of the Cabinet. The Chief Executives' Group proposes a programme of works and where required provides recommendations. The Cabinet takes advice from the Commission on Economic Growth (The Commission) and the Economic Leadership Board.
- 3.3 The Chief Executives' Group is also supported by a number of sub-groups, comprised of officers from the participating councils. To further the existing collaboration between the eight local authorities, a distributive leadership model was agreed in June 2016, based around eight portfolios focused upon driving wider economic growth. Consultation continues to take place with the Glasgow City Region Programme Liaison Group, which has representatives from both the UK and Scottish Governments. Governance arrangements align to the Assurance

Framework and the Programme Business Case. The City Deal is supported by a programme of internal and external audits.

4. Programme Outcomes

4.1 Over its 20-year lifetime, it is estimated that the City Deal will:

- Deliver **£2.2 billion in additional GVA per annum (a 4% uplift)** across the City Region.
- Support an additional overall increase of around **29,000 jobs** in the City Region.
- Create **15,000 construction jobs** through the ten year City Deal construction programme.
- Work with **19,000 unemployed residents** and support over **5,500 back** into sustained employment.
- Lever in an estimated **£3.3 billion of private sector investment** to support the delivery of the projects within the infrastructure programme.
- **Spread the benefits of economic growth** across Glasgow and the Clyde Valley, ensuring deprived areas benefit from this growth.

5. Overview of 2020/21

5.1 During 2020/21, GCR progressed through its first Gateway Review, successfully unlocking £250 million of the governments' joint £1billion investment. In March 2020, the City Region, along with all other areas of Scotland and the UK, was impacted by the social distancing restrictions resulting from COVID-19, with resultant impacts on projects' costs, timescales and benefits realisation.

5.2 Projects faced a number of Covid-related risks and issues including:

- delays to project design stage as a result of changed working practices, including for example furloughing of technical staff, affecting external design consultants' capacity to complete project designs;
- difficulties gathering required field data for funding/planning applications and project design;
- delays due to slippage in third parties' work programmes where there is a project dependency on them (e.g. utilities work, gaining approvals/licences);
- delays to procurement process and difficulties securing competitive bids;
- inability to deliver community benefits, delays and increased costs due to current closure of construction sites and lower productivity once reopened;
- Member Authority capacity issues due to redeployment/home working limitations;
- managing programme finances;
- delivering planned project/programme scope; and
- achieving/realising planned programme outcomes and economic benefits.

5.3 Throughout 2020/21, the City Region Programme Management Office worked alongside the Member Authorities' Lead Officers to develop a Programme-wide recovery plan which sought to address/mitigate the impacts of the above

challenges. This approach saw a large number of projects restate their key project milestones to take account of project delays resulting from Covid-19.

6. Outlook for 2021/22

6.1 In March 2021, the City Region's Intelligence Hub published the Region's Economic Baseline. The report provided insights in to the short to medium terms economic outlook, the ongoing need for the Deal and its importance in assisting economic recovery.

6.2 The Baseline Report notes:

'the key driver behind the City Deal was to spread economic growth over the City Region and improve the life chances of people living in some of Scotland's most deprived areas. Whilst there have been some improvements across the region in terms of reducing poverty, the need for investment remains as strong as ever. Covid-19 is only increasing the need.'

6.3 The Report recognises the importance of the Deal for safeguarding and creating employment:

'The economy has taken a major hit in this financial year...the unemployment impacts are only beginning to show. The Office of Budget Responsibility (OBR) developed unemployment forecasts in November 2020. It is difficult to project UK analysis on to the City Region economy as the structure of the local economy is different to that of the national. But, if this was to happen regionally, then there would be approximately 30,000 additional unemployed individuals in the coming months. This potential increase in unemployment is substantial considering that unemployment stood at 35,000 at the start of the year. It is important that projects like the City Deal are brought forward to offer alternative employment opportunities.'

6.4 The Report notes that the importance of infrastructure investment was recognised by the International Monetary Fund¹. Indeed, they suggest the need to speed up pipeline projects:

'Public investment can play a central role in the recovery, with the potential to generate, directly, between 2 and 8 jobs for every million dollars spent on traditional infrastructure...'

6.5 The Report's analysis confirms the need for the housing growth, commercial space and transport improvements the Deal is also supporting:

'One of the factors behind several City Deal projects is to enable the development of new housing. The latest NRS projections show there will be a growth of almost 80,000 new households in GCR by 2043.'

'it is not yet clear what longer-term changes will alter people's behaviours, and what that will mean in terms of how our places function – which will be a key consideration for Covid-19. But, in the latest data which was available prior to the lockdown, road usage was increasing. Commentators such as Rettie expect that the market will return to normal by 2023, well within the time horizons for the City Deal programme.'

¹ International Monetary Fund, [Public Investment for the Recovery \(Oct 2020\)](#)

- 6.6 Finally, the Economic Baseline recognises the ongoing need for the Deal in addressing the Region's Vacant and Derelict Land issues:

The City Region has a significant proportion of Scotland's total Vacant and Derelict Land, with large volumes within Glasgow and the Lanarkshires². Almost 80% (2,690 ha) of the vacant and derelict land within Glasgow City Region is located within the urban area; and over 70% (1,900 ha) is found in the areas most affected by the decline of heavy industry in Glasgow and North Lanarkshire. If the average rates of development and additions of vacant and derelict sites continue at historical rates, then it is estimated that it will take approximately 30 years to remove the current levels of urban vacant and derelict land from Glasgow City Region. Opportunities to address this have been created through the City Deal.

- 6.7 As projects continue to recover from the impacts of the 2020/21 lockdowns, further Change Control Requests are expected to be forthcoming in the early part of 2021/22. While final adjustments will be required, projects have committed to a series of ambitious milestones for 2021/22, helping to support economic recovery in the short to medium term and securing the infrastructure required for the economy in the long-term.

7. INFRASTRUCTURE PROGRAMME

- 7.1 The following section outlines the key project milestones which are expected to occur in 2021/22 for the City Deal Infrastructure Programme.

East Dunbartonshire Council (EDC) Projects

Bishopbriggs Place and Growth Programme

The project will be delivered by EDC in partnership with Strathclyde Partnership for Transport (SPT) and Glasgow City Council. It will boost the East Dunbartonshire economy and provide an integrated approach to improve traffic and transport infrastructure within Bishopbriggs and connections to the north of Glasgow and to the wider Region. The SBC was approved by February 2020 Cabinet, with the preferred way forward based around the following three key elements:

Delivery of phase 5 of the Bishopbriggs Relief Road to complete the route through East Dunbartonshire and Glasgow north, improving connectivity and unlocking strategic development sites to enable follow on investment;

Improvement to Sustainable Transport on the A803 Route Corridor to create a key bus route corridor between East Dunbartonshire and Glasgow City Centre, serving the north of Glasgow and a range of key retail, regeneration, health and education facilities; and

Bishopbriggs Town Centre Regeneration through provision of business space, improved accessibility and improved public realm.

Key Milestones 2021/22:

- Complete Economic Impact Assessment for the Place and Growth Programme by end of 2020/21.

² Scottish Government, [Vacant and Derelict Land Survey \(2020\)](#)

East Renfrewshire Council (ERC) Projects

M77 STRATEGIC CORRIDOR

The programme consists of seven sub-projects aiming to support the planned growth of Newton Mearns and the regeneration of the town of Barrhead will stimulate economic growth in East Renfrewshire through various projects around the M77 including a new visitor centre, new road link, business incubation facilities, employment links, country park improvements and a new railway station.

Levern Works: this project in Barrhead was completed in 2016. This included 10 business units at Crossmills and the preparation and remediation of 0.93ha of brownfield site at the former Nestle Purina factory. Construction work on the Business Boost Project is now complete, with enhanced facilities at The Foundry (Barrhead) and a new build business centre at Greenlaw (Newton Mearns) providing 1,345 sqm of commercial floorspace across 36 flexible office suites. However, in line with Government advice, non-essential offices remaining closed, the property's car park in Greenlaw is presently being used as a COVID test centre

Key Milestones 2021/22:

- Restarting the marketing programme for Greenlaw Business Centre

Balgraystone Road: accelerating residential development in Barrhead by enabling access and utility services to new housing developments and improving accessibility to the nearby Dams to Darnley Country Park and planned railway station. The project completed on site in October 2020 and the new road has now opened to the public.

Key Milestones 2021/22:

- Construction works completed in October 2020

Aurs Road Realignment: improving local connections between Newton Mearns and Barrhead. This project will enable a potential bus route between communities by replacing a weak bridge and realignment of the road. The straightening of a section of road releases land to develop the Dams to Darnley Visitor Facilities Project which will follow on post completion.

Key Milestones 2021/22:

- Full Business Case - November 2021
- Construction Start - March 2022

Dams to Darnley Visitor Centre: creating a Regional visitor attraction at Dams to Darnley Country Park. Enhancements will include a visitor centre and water sports facilities, creating much needed visitor amenities.

Key Milestones 2021/22:

- Augmented OBC: December 2021

New Rail Station and Allied Works: a new railway station at Barrhead South on the Glasgow to Neilston line, with proposed bus interchange and car parking. This will serve the existing and a new residential community at Barrhead South, providing a sustainable transport solution. It will also provide easy and direct access to the Dams to Darnley country park.

Key Milestones 2021/22:

- Augmented OBC: January 2022

Levern Valley Links: this project will identify a new route to connect Newton Mearns and Barrhead, making it easier to access the M77 at Junction 5.

Key Milestones 2021/22:

The initial feasibility work will complete by early 2021

Glasgow City Council (GCC) Projects

CANAL AND NORTH GATEWAY (CITY CENTRE AND NORTH)

The Canal and North gateway project includes site remediation and servicing, new bridges and road access, public realm improvements and implementation of public transport and active travel infrastructure. These activities will promote sustainable economic growth through generating the Canal and North Gateway as a new integrated mixed use area of the City.

The remediation of Sighthill is now complete with follow-on investment in 2,400 new homes underway. Public realm work at 100 Acre Hill has been completed alongside the construction of 1.2km of new road and a new bridge at Cowlares.

Key Milestones 2021/22:

NGIWMS: Cowlares Link

- FBC: May 2021
- Construction Start: May 2021

FBC 7: Sighthill M8 Pedestrian Bridge

- Construction End: September 2021

CITY CENTRE ENABLING INFRASTRUCTURE PUBLIC REALM PROGRAMME (CITY CENTRE AND NORTH)

The public realm and place-making improvement project includes implementation of traffic management, bus priority, local cycle infrastructure, surface water management interventions and street trees in Glasgow City Deal, through a programme of 18 sub projects. Of these, the following are completed - Sauchiehall Street Avenue Phase 1 and Intelligent Street Lighting.

Key Milestones 2021/22:

Block A - Argyle St West (M8-Hope Street)

- FBC: September 2021
- Construction Start: October 2021

Block A - Kyle Street - North Hanover Street

- FBC: December 2021
- Construction Start: March 2022

Block A - The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)

- FBC: September 2021
- Construction Start: October 2021

Block A - Sauchiehall Street Precinct

- FBC: October 2021
- Construction Start: November 2021

Block B - Holland Street/Pitt St

- FBC: November 2021

- Construction Start: February 2022

CLYDE WATERFRONT AND WEST END INNOVATION QUARTER

The creation of an attractive urban quarter that supports high value business, with activities involving improvements to pedestrian/cycling routes and public transport links including new pedestrian/cycle bridge, upgrading a motorway/dual carriageway junction, land remediation, environmental improvements to public realm and works to enhance access and integrity of river frontage including quay wall works.

Key Milestones 2021/22:

Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm

- FBC: August 2021
- Construction Start: September 2021

Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link

- FBC: April 2022

Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 2

- FBC: June 2021
- Construction Start: August 2021

Access and Integrity of Waterfront - Windmillcroft Quay

- FBC: October 2021
- Construction Start: November 2021

Improving Connectivity between GU and QEUH - Govan-Partick Bridge

- FBC: June 2021
- Construction Start: August 2021

COLLEGELANDS CALTON BARRAS

This project located near the east of the city centre is designed to support growth and assist the area to reach its potential. Activities include railway station upgrade, junction improvements, land remediation, access works, environmental improvements, master planning and public realm improvements.

Key Milestones 2021/22:

Improving Public Transport: High St Station

- FBC: January 2022
- Construction Start: March 2022

Meat Market Roads and Infrastructure:

- FBC: July 2021
- Construction Start: August 2021

CBAP: Development Deficit Grant Scheme

- FBC: January 2022
- Construction Start: January 2022

METROPOLITAN GLASGOW STRATEGIC DRAINAGE PARTNERSHIP

A portfolio of drainage sub projects which will increase economic growth by addressing drainage constraints and negate potential flooding issues and the consequential impact on businesses and residents. Includes re-alignment of a watercourse channel, dynamic management of Forth and Clyde Canal and surface water management interventions.

Key Milestones 2021/22:**South East Glasgow SWMP**

- Construction Start: March 2022

Hillington/Cardonald SWMP - Ph 2

- FBC: June 2021

Hillington/Cardonald SWMP - Ph 3

- FBC: December 2021

Garrowhill/Ballieston SWMP

- Construction complete: November 2022.

Cockenzie St SWMP

- FBC: December 2021

Eastern Springburn SWMP

- FBC: February 2022

High Knightswood/Netherton SWMP

- FBC: March 2022

Inverclyde Council (IC) Projects**INCHGREEN**

Land regeneration project to provide utilities and access works and pier upgrading to deliver a multi-use commercial site, utilising essential quay assets. The location of this intervention is at the Inchgreen deep-water quay and the surrounding industrial land. The site is bordered by the River Clyde in the north; the A8 trunk road in the south which links to the M8, Glasgow Airport and Scotland's motorway network; James Watt Dock in the west; and the Inchgreen Drydock in the east.

Key Milestones 2021/22:

- OBC Approval: June 2021
- Construction Start: Q1 2022

OCEAN TERMINAL

The project which aims to significantly increase cruise passenger traffic to west / central Scotland comprises marine and landward works. The marine works, involving dredging and a floating pontoon, are in progress. The landward works include the construction of a new visitor centre to allow up to 150,000 passengers to visit Greenock per annum. The centre will include a restaurant and a purpose-built gallery celebrating the work of local artist George Wyllie.

The marine works were complete in September 2020.

Ocean Terminal anticipates that the project will bring an additional 100,000 cruise ship passengers into the City Region each year.

Key Milestones 2021/22:

- Terminal Building - End of Construction: April 2022

INVERKIP

The project aims to upgrade the key transport network capacity on the A78 at three locations in and around Inverkip including a new signalised junction at Main Street, Inverkip

and signalised roundabout to access the former Inverkip Power Station site. These will unlock the development opportunity at a significant brown field site, enabling a 650 house mixed use site.

Key Milestones 2021/22:

- OBC Approval: estimated March 2022 (yet to be formally restated)

North Lanarkshire Council (NLC) Projects

A8/M8 CORRIDOR ACCESS IMPROVEMENTS

This project will deliver a new junction and a park and ride/share to enhance connectivity and improve employment and business access to key strategic employment sites from Newhouse to Bargeddie. It will be instrumental in unlocking development potential along the A8/M8 Corridor, help progress stalled commercial sites and facilitate improved public transport services. This will stimulate business investment and help create additional employment opportunities, supporting growth and development of business locations on the M8/A8 and within Eurocentral, Maxim Park, Mossend and Carnbroe.

Key Milestones 2021/22:

Eurocentral Park & Ride

- OBC: December 2021

Orchard farm roundabout

- FBC: December 2021

PAN LANARKSHIRE ORBITAL TRANSPORT CORRIDOR

This project consists new and upgraded transport infrastructure connecting communities to employment locations through a series of sub projects including: the new East Airdrie Link Road between Cumbernauld and the M8; the Ravenscraig Infrastructure Access (RIA) to improve access from the M74 and the M8 into Ravenscraig; the Motherwell Town Centre Interchange Project to upgrade and reconfigure the infrastructure around Motherwell train station to improve access and better facilitate intermodal passenger transport.

Key Milestones 2021/22:

Ravenscraig Infrastructure Access

- West Coast Main Line (WCML) Crossing FBC: October 2021
- WCML Construction start: January 2022

Motherwell Town Centre Interchange

- FBC: Sept 2021
- Construction Start: January 2022

GARTCOSH/GLENBOIG COMMUNITY GROWTH AREA

Road infrastructure to improve connectivity between the strategic road network to the Gartcosh/Glenboig Community Growth Area, increasing housing provision; and infrastructure to aid the development of the strategic employment location at Gartcosh Business Park.

The Glenboig Link Road enabling works were completed in February 2019.

Key Milestones 2021/22:

- Continuing to support the follow-on development of 1,188 new homes.

Renfrewshire Council (RC) Projects

CLYDE WATERFRONT AND RENFREWSHIRE RIVERSIDE

The project is made up of a number of elements designed to address the constraints and barriers to growth in the local and surrounding areas, both sides of the River Clyde and to address wider connectivity issues. A key aim is also to better connect communities to facilities, including the Advanced Manufacturing Innovation District Scotland (AMIDS), and open up the Clyde Waterfront for development. The major project elements are: a new opening road bridge across the River Clyde linking Clydebank to Renfrew; the Renfrew Northern Development Road; public transport and active travel infrastructure enhancements to the A8 Inchinnan Road.

Key Milestones 2021/22:

- Construction Start: July 2021

GLASGOW AIRPORT INVESTMENT AREA

The project consists of a number of elements designed to address the constraints and barriers to growth in the local area, to address wider connectivity issues and to further build on the potential for Glasgow Airport to play a major role as the international Gateway to Glasgow City Region. The key project site has been selected as the home of the new National Manufacturing Institute Scotland (NMIS), the UK's Medicines Manufacturing Innovation Centre (MMIC) and as part of a wider Advanced Manufacturing Innovation District - Scotland (AMIDS).

The major elements of the project comprise: realignment of Abbotsinch Road, including improvements to the A8 junctions to open up the existing Netherton Farm area for advanced manufacturing / commercial development and assist in the realisation of the Airport's Masterplan; new junctions at either end of the realigned Abbotsinch Road to link with the existing road network; a new bridge across the White Cart linking the Westway Business Park and adjacent development areas with the realigned Abbotsinch Road; new cycle and pedestrian links; green network enhancements.

Key Milestones 2021/22:

- Construction End: summer 2021

South Lanarkshire Council (SLC) Projects

CATHKIN RELIEF ROAD

This project enhances the local and strategic road network in the Rutherglen area. The main component of this project, Cathkin Relief Road, is now complete and opened to traffic in February 2017. The road is supporting follow on investment to the development of industrial and business floorspace on local opportunity sites and is helping to direct traffic away from residential areas and is anticipated to improve road safety.

Key Milestones 2021/22:

- Project Complete. Benefits Realisation ongoing.

COMMUNITY GROWTH AREAS

Community Growth Areas (CGAs) are located in Newton, Hamilton, Larkhall and East Kilbride. The CGAs represent the most appropriate areas to support long term growth and expansion in South Lanarkshire and are of a scale that will contribute to the economy at a City Region level.

City Deal funding will address the development 'viability gap' and be directed towards improvements to social and physical infrastructure to accommodate the increase in the number of residents (i.e. capacity in education, community facilities and roads) and in opening up/ preparing sites for development.

This project will enhance traffic capacity at two road junctions, improving transport connectivity and journey times. In East Kilbride work continues on the development of proposals for a new primary school to service the needs of the CGA.

Key Milestones 2021/22:

Larkhall CGA

Holy Cross High Extension

- FBC: February 2022

A72 Lanark Road / M74 Signalisation

- FBC: July 2021
- Construction Start: August 2021

Community Facility

- FBC: February 2022
- Contract Award: March 2022

East Kilbride CGA

New Primary School (Phase 1) – Jackton

- FBC: November 2021
- Construction Start: December 2021

Hamilton CGA

FBC4: Woodfoot Road/Wellhall Road Junction

- FBC: November 2021
- Construction Start: December 2021

FBC5: Wellhall Road/Hillhouse Road Junction

- FBC: November 2021
- Construction Start: December 2021

FBC7: Calderside Academy

- FBC: February 2022
- Contract Award: March 22

GREENHILLS ROAD/A726 DUAL CARRIAGEWAY

This project involves the widening of the existing A726 from Calderglen Country Park to the Torrance Roundabout and Greenhills Road from the Torrance Roundabout to Auldhouse Road to dual carriageway standard. It also includes the introduction of bus infrastructure measures at key locations and improvement of existing junctions along the route length. In addition, the scheme will also support the provision of enhanced active travel infrastructure by providing space for an on-road cycle lane. Works commenced on site in April 2019. The project will support the follow-on development of business, industrial and residential sites. The investment will improve this main access route to recreational, residential and industrial sites, helping to unlock the economic development potential of a wide strategic area in East Kilbride.

Key Milestones 2021/22:

- Construction End: July 2021

STEWARTFIELD WAY TRANSPORT CAPACITY ENHANCEMENTS

The scope of the project was initially to upgrade the entire length of Stewartfield Way to dual carriageway standard from the junction with the A726, Glasgow Southern Orbital, to a new junction with the A725 trunk road, east of Whirlies Roundabout. The augmented SBC has been prepared. It was approved by the Council's Executive Committee on 10 March 2021.

Key Milestones 2021/22:

- SBC Cabinet Approval: June 2021
- OBC: Winter 2021/22
- FBCs: from Spring 2022

West Dunbartonshire Council (WDC) Projects

EXXON SITE DEVELOPMENT PROJECT

Redevelopment of the former oil terminal at Bowling and supporting infrastructure to realise the development of this area for commercial and industrial use. The project consists of: 1.95km of new spine road with associated drainage and lighting infrastructure; 1.32km of upgraded existing public road (A814); 24.77ha of land with reduced flood risk; 19.1ha of vacant and derelict land brought back into use; a new junction on the A82 at Dumbuck with closure of the existing junction; a remodelled junction on the A82 at Dunglass; a new underpass of the Glasgow – Dumbarton Railway at the western access to the site; and establishment of platforms for development across the site. These enabling works will support the development of financial, business, industrial and storage floorspace.

Key Milestones 2021/22:

- FBC: November 2021
- Construction Start: May 2022

Regional Projects

AIRPORT ACCESS PROJECT / METRO FEASIBILITY STUDY

In April 2020, the Cabinet agreed to pause the Airport Access Project to allow Glasgow City Council to complete a feasibility study on a Glasgow City Region Metro. The Metro proposal is based on a multi modal approach which may include bus rapid transit, tram, light rail and metro rail, integrating with the existing bus and rail networks using combinations of new infrastructure, reuse of disused railway and / or the conversion of existing rail to a new mode. This approach aims to improve connectivity within Glasgow and across the City Region.

Key Milestones 2021/22:

- Feasibility study for Glasgow Metro to be progressed during 2021
- in Autumn 2021 the final Strategic Transport Project Review Phase 2 report is expected to be published
- Local Transport Strategy is expected to be published by the end of 2021
- Regional Transport Strategy is expected to be published by the end of 2022

8. INNOVATION PROGRAMME

- 8.1 The MediCity Project business case period has now concluded. The remaining Innovation Projects – Tontine and the Imaging Centre for Excellence (ICE) – will also conclude their business case terms during 2021/22. A final closure report will be presented to Cabinet in October 2021.

9. PROGRAMME MANAGEMENT OFFICE (PMO) ACTIVITY PLAN 2021/22

- 9.1 The Glasgow City Region PMO and its Support Groups undertake a wide range of activities to support the management and governance of the City Deal Programme. Key activities which will be undertaken during 2021/22 are set out in the table below.

Theme	Action	Action Owner(s)	Proposed Timescale
Legal & Proc.t	Continue to deliver existing City Deal Community Benefit Strategy and Procurement Strategies	Programme Manager, Health and Inclusive Growth	Ongoing
	Support the development and delivery of the Glasgow City Region approach to Community Wealth Building.	Sustainable Procurement Group / Legacy and Evaluation Manager	Ongoing
	Create a Sustainable Procurement Strategy replacing the City Deal Community Benefit and Procurement Strategies	Procurement Support Group / Legacy and Evaluation Manager	Jun-21
Com. Benefits	Ensure a consistent and collaborative approach to community benefits delivery, monitoring and reporting that complies with approved governance arrangements, and shares good practice across partners.	Legacy Officer	Quarterly Reports
	Refresh GCR City Deal Guidance Documentation to reflect Sustainable Procurement Strategy	Legacy Officer	Jul-21
	Complete Cenefits Data Protection Impact Assessment (DPIA)	Legacy Officer	Jul-21
Benefits Realisation	Update the Benefits Realisation Dependencies Register on an ongoing basis	Legacy and Evaluation Manager	Ongoing
	Monitoring the delivery of benefits from City Deal infrastructure fund project benefits.	Legacy and Evaluation Manager	Quarterly
	Monitoring the delivery of benefits from City Deal innovation projects.	Legacy and Evaluation Manager	Quarterly
Benefits Realisation	Developing accurate mapping of City Deal benefits – both outputs and follow on developments.	Legacy and Evaluation Manager	May-21
Evaluation	Contribute to the development of the City Deal Evaluation Framework, alongside the Intelligence Hub.	Legacy and Evaluation Manager	Required for every City Deal business case
Finance	Preparation and submission of PMO Annual Accounts 2020/21.	Finance Manager	01/06/2020
Finance Finance	Preparation of Annual Statement of Grant Usage for the Employment and Skills Programme. Assessment and review of all grant claims.	Finance Manager	July 2021
	Financial Monitoring of the City Deal Programme Spend 2020/21 including contingency and optimism bias	Finance Manager	Quarterly

Theme	Action	Action Owner(s)	Proposed Timescale
	Agreeing Infrastructure Pass Down Letters for £65m Accelerated Funds 2020/21 with Member Authorities	Finance Manager	May 2021
Finance	Agreeing 2021/22 Grant Letter with Scottish Government	Finance Manager	Aug 2021
Finance	Agreeing Infrastructure Pass down Letter 2021/22 with Member Authorities	Finance Manager	Dec 2021
Finance	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Finance Manager	Bi-annually
Finance	Developing PMO budget for 2022/23	Finance Manager	Jan 2022
Finance	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report	Finance Manager	Ongoing
Finance	Processing quarterly grant claims	Finance Manager	Quarterly
Finance	Developing 5-year, annual and quarterly spend projections	Finance Manager	May 2021
Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Finance Manager	Aug /2021
Audit	Produce Internal Audit Plan for 2021/22	Internal Audit	06/04/2021
Audit	Audit Support Group meets	Internal Audit	31/05/2021
Audit	3 rd assurance audit report from 2020/21 audit plan – Grant Claim Eligibility phase 2	Internal Audit	01/06/2021
Audit	Follow Up Report (progress of previous audit recommendations)	Internal Audit	01/06/2021
Audit	Annual Governance Statement for 2020/21	Internal Audit	01/06/2021
Audit	Internal Audit Annual Report 2020/21	Internal Audit	01/06/2021
Audit	1 st assurance audit report from 2021/22 audit plan – Business Continuity and Resilience	Internal Audit	05/10/2021
Audit	2 nd assurance audit report from 2021/22 audit plan – Change Control and Contract Management Arrangements	Internal Audit	05/10/2021
Audit	Follow Up Report (progress of previous audit recommendations)	Internal Audit	05/10/2021
Audit	Audit Support Group meets	Internal Audit	30/11/2021
Audit	3 rd assurance audit report from 2021/22 – Equality Impact Assessments	Internal Audit	01/02/2022
Stakeholder & R.M.	Co-ordinate GCR Communication and Marketing Group meetings	Communication and Marketing Manager	, 26 May, 4 August, 29 Sept, 3 Dec

Theme	Action	Action Owner(s)	Proposed Timescale
Comms & Market'g	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Communication and Marketing Manager	Ongoing
Comms & Market'g	Lead on media for the City Deal Programme, developing a forward plan of upcoming opportunities, maintaining oversight of planned partner Project media releases and promoted via GCR social media and website channels.	Communication and Marketing Manager	Ongoing
Comms & Market'g	Oversight and monitoring of use of Glasgow City Region and City Deal brands, including look and feel and tone of voice.	Communication and Marketing Manager	Ongoing
Comms & Market'g	Management, updating, monitoring and reporting of GCR social media accounts (Twitter and Youtube) and day-to-day management and updating of City Deal website	Communication and Marketing Manager	Ongoing
Comms & Market'g	Produce annual report on Social Media and Website reach, with summary progress and recommendations going forward.	Communication and Marketing Manager	Jan 2022
Governance	Update the Assurance Framework	Assistant Head of Programme Management Office	Mar 2022
Governance	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	Communication and Marketing Manager	Quarterly
Governance	Develop the Annual Performance Report (April 2020 – March 2021).	Communication and Marketing Manager	Aug 2021
Governance	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Support Officer	Ongoing
Governance	Maintain Programme Risk Register and Issues Log	Programme Manager	Ongoing
Governance	Develop Interim and Quarterly Programme Status Reports	Programme Manager	Monthly
Governance	Maintain Overall Programme Plan	Programme Manager	Monthly
Governance	Complete Programme-level Lessons Learned exercises	Programme Manager	As required
Governance	Review Project Business Cases	All PMO staff as required	Ongoing
RES People	Deliver the actions within the Skills and Employment Portfolio Workplan	Senior Portfolio Development Lead - People (SEPG)	Ongoing
RES Business	Deliver the actions within the Tourism and Destination Marketing Portfolio Workplan	Senior Portfolio Development Lead - Business (Tourism)	Ongoing

Theme	Action	Action Owner(s)	Proposed Timescale
	Seek opportunities and develop ambitious and innovative programmes for additional funding streams including SG, VS, UKSPF and project funding; programmes to increase visitor numbers, support delivery of the Regional Tourism Action Plan and Regional Economic Recovery Plan and be responsive to industry need.	Senior Portfolio Development Lead - Business (Tourism)	31/03/2022
	Deliver the actions within the Enterprise Portfolio Workplan	Senior Portfolio Development Lead - Business (Enterprise)	Ongoing
RES Place	Deliver the actions within the Transport Portfolio Workplan	Senior Portfolio Development Lead - Place (Transport)	23/04/2021
	Agree and implement the Infrastructure and Assets Portfolio Workplan	Senior Portfolio Development Lead - Business (Enterprise)	01/07/2021
	Agree and implement the actions within the Housing Portfolio Portfolio Workplan	Senior Portfolio Development Lead - Business (Enterprise)	01/06/2021
	Agree and implement the actions within the Land Use and Sustainability Portfolio Workplan	Senior Portfolio Development Lead - Business (Enterprise)	01/06/2021