

Item 8

7th December 2021

Glasgow City Region

Performance Report

Report for the period to 18 November 2021



GLASGOW
CITY REGION

Table1: City Deal Infrastructure Fund Programme Key Performance Indicators

	Latest Data	Previous Period
Total number of Projects	21	21
Programme Status Overview (for the 21 Main Projects)	As at 10/11/2021	As at 19/10/21
Projects Red Status (% total)	0 / 21 (0%)	0 / 21 (0%)
Projects Amber Status (% total)	11 / 21 (62%)	11 / 21 (62%)
Projects Green Status (% total)	9 / 21 (33%)	9 / 21 (33%)
Projects Complete (% total)	1 / 21 (5%)	1 / 21 (5%)
Programme Timeline: Key milestones completed to date	As at 10/11/2021	As at 19/10/21
SBCs complete (% total SBC to be completed)	21 / 21 (100%)	21 / 21 (100%)
OBCs complete (% total OBCs to be completed)	22 / 27 (81%)	22 / 27 (81%)
FBCs complete (% of total FBCs to be completed)	41 / 130 (32%)	40 / 130 (31%)
FBC Sub-Projects Progress	130	130
Sub-project construction started (% of total FBC Sub Projects)	37 / 130 (28%)	37 / 130 (28%)
Sub-projects construction complete (% of total FBC Sub Projects)	20 / 130 (15%)	20 / 130 (15%)
Programme Finance: Grant Draw Down, Approvals, Spend to Date	As at Q2 2021/22	As at Q1 2021/22
Total Grant Drawn down to Date (% of £1bn Grant available)	£245m / (24.5%)	£245m / (24.5%)
Grant Due as % of Cumulative Projected Spend to 31 March 2022	80%	77%
Business Case Approvals to Date (£) (% of £1.13bn Infrastructure Fund)	£434.3m (38%)	£430m (38%)
Spend to Date (% as of £1.13bn Infrastructure Fund)	£286m (25%)	£279m (25%)
Actual spend compared with projected spend	£21.2m/£31.6m (67%)	£13.9m/£14.3m (97%)
Programme Scope: Direct Project Outputs Delivered to Date	As at Q2 2021/22	As at Q1 2021/22
Vacant and Derelict Land removed from Register (Ha)	12	14
Area of Opportunity Sites (Ha)	211	211
Public Realm new/enhanced (Ha)	13	13
Roads (km) new/enhanced	11	11
Junctions new/enhanced	18	17
Bridges new/enhanced	1	1
Cycle/pedestrian routes new/enhanced	9	9
Schools new/enhanced sqm / units	5,515 sqm/3 units	5,515 sqm/3 units
All Direct Floorspace Created (sqm)	17,742	15,869
Programme Benefits: Follow-On & Community Benefits Realised	As at Q2 2021/22	As at Q1 2021/22
Follow On Floor Space Delivered all classes (excluding Housing) (sqm)	23,257	21,384
Follow On New Residential Units Delivered	2,097	2,041
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	£116,822,301 (47%)	£116,341,951 (47%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	257 (61%)	255 (61%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	218	217
Programme Economic Outcomes (based on approved OBCs)	As at Q2 (22 OBCs)	As at Q1 (22 OBCs)
Net Additional Gross Value Added at City Region level by 2035 (£bn)	£4.172	£4.172
Total Net Additional Construction Person Years in Employment by 2035	19,758	19,758
Total Combined Follow-on & direct project Private Sector Investment (£bn)	£2.363	£2.363
Benefit Cost Ratio (over 25 years) of approved OBCs	6:1	6:1
Programme Risks	As at 10/11/2021	As at 19/10/21
No. of risks in period	13	12
New risks in period	1	0
No. risks rated 'very high'/'high' in period	1 high	1 high
No. risks increased/decreased score in period	All risks are stationary	All risks are stationary
Programme Issues	As at 10/11/2021	As at 19/10/21
No. of issues in period	1	1
New issues in period	0	0
Programme Change	As at 10/11/2021	As at 19/10/21
Change Control Requests (CCR) submitted for City Projects in period	0	37
Approved CCRs/Restatements to date across City Deal Programme	183	183
Annual Impl. Plan Actions Completed (inc. Superseded) To Date	17/59 (29%)	14/58 (24%)

1. PURPOSE

1.1.1. This Interim Performance Report includes an overview of the progress at 18 November for:

- The City Region Portfolio Groups which have met since the last Cabinet meeting;
- The City Region Intelligence Hub; and
- The City Deal Programme.

2. RECOMMENDATIONS

2.1.1. The Cabinet is invited to:

- a. Note the contents of this report.
- b. Note that the PMO has submitted an expression of interest to bid for £50,000 of funding from Scottish Futures Trust and Transport Scotland to support the development of the regional Strategic Outline Programme Business Case for Electric Vehicle Charging as outlined at Section 6.2 below.
- c. Note the Change Control Requests approved by the Nov CEG at Sections 12.2.
- d. Approve the Change Control Request outlined at Section 12.3.**Error! Reference source not found.**
- e. Note that a Glasgow City Region response to the Scottish Government's 'Fair Work Nation' consultation is being developed by the PMO with engagement with the Skills and Employment Portfolio, Enterprise Portfolio, and Procurement Support Group, and note that the final sign-off and submission of the regional response has been delegated by the CEG to the CEG Chair.
- f. Note that, due to the timing of the current procurement exercise and tender return dates falling out with the CEG and Cabinet meeting cycle dates, there may be a requirement for approval to be sought from Cabinet for Glasgow's Argyle Street West Full Business Case (FBC) via email in January 2022 as set out at Section 19.5.
- g. Note the 2022 CEG and Cabinet meeting dates at Appendix 12.

3. KEY HIGHLIGHTS / ACTIONS COMPLETED IN THIS PERIOD:

City Deal Programme
<ul style="list-style-type: none">○ Governments noted positive progress with City Deal at 18 October Annual Conversation 2021 meeting.○ Bishopbriggs Town Centre Public Realm public consultation complete and report of consultation being finalised. Work will help inform development of design options for public realm in town centre.○ Heads of Terms exchanged with Scottish Salmon on Inverclyde's Inchgreen Project.○ North Lanarkshire Council's Orchard Park Roundabout sub-project has secured planning approval and the developer is preparing detailed work packages.○ Sighthill project has started draining to Smart Canal with continued testing in place.○ East Dunbartonshire Council has completed supplementary early economics work for the approved SBC and to support OBC development.○ North Lanarkshire Council obtained approval and secured committee approval to appoint the recommended contractor for the Motherwell Town Centre Interchange project and site will start in January 2022.
City Region Intelligence Hub
<ul style="list-style-type: none">○ The Hub has been focused on the development of economic briefings, providing data and insights to support Clyde Mission, conducting detailed research on the Regions' business base and providing bespoke analysis to support Member Authorities.○ In line with the Hub business case and to support the continued demand for spatial economic analysis, the Hub is starting the recruitment process for a GIS officer.
City Region Portfolios and Support Groups
<ul style="list-style-type: none">○ The City Region Chef Academy, led by Inverclyde Council and supported by the Skills and Employment and Tourism Portfolio Groups, has been launched and opened to applications on 8 November.○ The Sustainable Procurement Support Group, Enterprise, and Skills & Employment Portfolio Groups are contributing to a regional response to the Scottish Government's Fair Work Scotland consultation.

- A workshop to develop the regional approach to tackling vacant and derelict land took place on 17 November and was attended by key stakeholders. The outcomes of the workshop will feed into the business case that is being developed by Clydeplan and the PMO.

4. CITY REGION PORTFOLIO AND SUPPORT GROUP UPDATES

4.1. Enterprise Portfolio

- 4.1.1. The Enterprise Portfolio Group last met on 8 October. Key priority for the group is preparing a bid to Scottish Enterprise for £500k to run a Green Innovation Challenge Fund as part of SE's opportunity management approach. This was discussed at the meeting on 1 December 2021.

4.2. Tourism and Destination Marketing Portfolio

- 4.2.1. The Tourism Portfolio Group last met on 29 November. A key focus for the Group is delivery of the Regional Tourism Action Plan and the National Recovery Plan.
- 4.2.2. The City Region Chef Academy is now live and opened on 8 November. The programme has been launched with Training Providers, including all of the City Region Colleges, and promoted to employers through local and national networks.
- 4.2.3. Following the departure of Aubrey Fawcett, Inverclyde Council have appointed Ruth Binks, Corporate Director, Education, Communities & Organisational Development at Inverclyde Council, to chair the Portfolio.

4.3. Infrastructure and Assets Portfolio

- 4.3.1. The next meeting of Infrastructure and Assets Portfolio is 17 December and will focus on the review of the power supply in business locations and its impact on the regional economy, Infralink and the review of the Regional Digital Connectivity Strategy.

4.4. Housing and Equalities Portfolio

- 4.4.1. The next meeting of the Housing and Equalities Portfolio is 1 December and will focus on the way forward from the Retrofit Report that was submitted to the Cabinet in October 2021.

4.5. Land Use and Sustainability Portfolio

- 4.5.1. The Land Use and Sustainability Portfolio met on the 23 November. The meeting agenda included a presentation from Public Health Scotland on how spatial planning can contribute towards improved health outcomes. There was also a discussion on the workshop which took place on 17th November to progress the Vacant and Derelict Land Programme Business Case, COP26, Clyde Mission, public health and spatial planning.

4.6. Transport and Connectivity

- 4.6.1. The Transport and Connectivity Portfolio Group met on the 8 October 2021 and discussed updates on the development of the Glasgow City Region Bus Partnership, the Metro, electric vehicle charging infrastructure, and the Regional Capital Investment Plan.

4.7. Skills and Employment Portfolio

- 4.7.1. The Skills and Employment Portfolio Groups met on the 10 November. South Lanarkshire Council has nominated Kay McVeigh, Head of Personnel Services to replace Michael McGlynn as lead for the Portfolio although the groups will be chaired by Gill Bhatti, Employability Manager.
- 4.7.2. The Skills and Employment Portfolio Group has been supporting the establishment of the Chef Academy project. The Group received a presentation from Andrew Robertson on the Regional Economic Strategy.

4.8. Procurement Support/Strategy Groups

- 4.8.1. The Procurement Support Group (PSG) and the Sustainable Procurement Strategy Group (SPSG) met on the 18 November.
- 4.8.2. The PSG received a presentation on the Regional Economic Strategy, discussed progress on the development of the community wishlist approach and discussed the implementation of actions in the Sustainable Procurement Action Plan.

- 4.8.3. The SPSG focussed on supporting the development of a community wealth building approach with a presentation and discussion led by Matt Jackson, formerly of consultants Centre for Local Economic Strategies (CLES), about the work done by Preston to use procurement to as a means of delivering local economic benefits. The Scottish Government led a discussion around Fair Work and emerging national policy on mandating the payment of the living wage in public procurement.

5. PUBLIC HEALTH SCOTLAND COLLABORATION

- 5.1.1. The grant award agreement has been finalised for the £350k Health Foundation funding which has been secured by the PMO, Public Health Scotland and the Glasgow Centre Population Health to develop a Capital Investment Health Inequalities Impact Assessment tool. Recruitment for the Project Manager is underway.

6. REGIONAL ECONOMIC RECOVERY PLAN PROJECT UPDATES

6.1. Energy Retrofit Study and Implementation

- 6.1.1. The PMO has concluded the recruitment of a Programme Manager on a 2-year fixed term basis, funded through the RRRF allocation, to deliver on the next stages of the retrofit activity, building on the recommendations and next steps from the report approved by Cabinet in October 2021. This role will also provide support to other actions within the Regional Economic Recovery Plan, such as the development of the feasibility study for electric vehicle charging points, and the delivery of retrofit activity for commercial property. The Programme Manager will be in post early in December 2021.

6.2. Electric Vehicle Charging Points Feasibility Study

- 6.2.1. In summer 2021, the CEG gave approval for the PMO to engage consultants to develop a feasibility study for a proposed Region-wide Electric Vehicles Charging Point (EV CP) Infrastructure Installation Programme. Comments on a draft brief for the development of the business case were provided from representatives of the Transport and Infrastructure Portfolio groups.
- 6.2.2. On 25 August, GCR PMO met with EV CP experts from Transport Scotland, Energy Saving Trust and Scottish Futures Trust. Transport Scotland provided an update on the development of future EV infrastructure funding. They are currently developing a new partnership programme with the private sector to understand the required EV infrastructure by Spring 2022 and to meet the market demand (to allow people to travel around Scotland) by 2025. To encourage private investments, local authorities will be encouraged to address the planning aspects, potentially make available vacant and derelict land and to have a coherent approach on tariffs.
- 6.2.3. GCR PMO provided an overview of the progress which had been made with the development of a brief for the programme business case highlighting the opportunity to amend the study scope to ensure it aligns with current and planned national work. Colleagues in SFT, Energy Savings Trust, and Transport Scotland provided their feedback on the draft brief. Work has commenced with colleagues in procurement to begin the procurement process to engage consultants.
- 6.2.4. On 22 October 2021, SFT wrote to all local authorities across Scotland advising them that Transport Scotland is making grant funding available this financial year to support the development of up to three business cases by April 2022 that explore alternative delivery models for public EV charging, with a view to pathfinder initiatives being procured in 2022/23. SFT and TS hope that by developing a small number of business cases, valuable lessons can be learned and shared with all local authorities to support the development of a wider programme focussed upon leveraging commercial investment into Scotland through public/private partnership approaches. £50k per business case is available. This funding can be used to pay for internal or external resources to support the production of the business case.
- 6.2.5. An expression of interest was submitted by the Director for regional Economic Growth on behalf of the Region to SFT on 26th November 2021. A decision is expected in early December.

7. ANNUAL CONVERSATION

- 7.1.1. The Annual Conversation 2021 was held on 18 October 2021. Glasgow City Region provided the governments with an overview of the City Deal 2020/21 outputs and achievements, the business cases to be submitted and the construction plans for 2021/22. The live issue of construction cost inflation was discussed with the governments advising that they recognised scope changes may be required to projects facing additional cost pressures. The Scottish Government provided an update on the development of the National Strategy for Economic Transformation, the UK Government on

the plans for Shared Prosperity Funding, confirming that both would complement and support the Regional Economic Strategy.

8. CITY REGION INTELLIGENCE HUB UPDATE

8.1. Economic Intelligence Support Group (EISG) and Intelligence Hub

- 8.1.1. The Hub has been focused on the development of economic briefings, providing data and insights to support Clyde Mission, conducting detailed research on the Regions' business base and providing bespoke analysis to support Member Authorities.
- 8.1.2. Over the past 18 months, there has been ongoing demand for GIS analysis of the Regions' economy including the intelligence on the City Deal projects. At times, that demand has been met through support from member authorities and partners. However, on other occasions, it has not been possible to conduct the analysis due to a lack of available resources.
- 8.1.3. The demand continues and is likely to increase in the coming months on projects such as RES Action Planning, the Regional Capital Investment Plan, business base analysis, and updating of City Deal project status. The business case for the Hub had envisaged two GIS posts within the team. More recently, it had been hoped that regional GIS support could be met through the proposed integration of Clydeplan. In order to meet demands, the CEG has approved the recruitment of a dedicated GIS officer by the Hub to support its work, the work of the wider regional team and assist Member Authorities. The costs for this will be met through existing PMO budget.

9. CITY DEAL PROGRAMME UPDATE

- 9.1.1. This section of the report provides an overview of the City Deal Programme for:
 - Projects' key milestone dates;
 - Programme risks' and Programme issues;
 - Change Control Requests for consideration; and
 - an update on the progress with the actions within the Annual Implementation Report.

10. PROJECT STATUS SUMMARY

- 10.1.1. The Project Status Summary table at Appendix 1 provides an overview of each City Deal Project's business case stage (through Strategic (SBC), Outline (OBC) and Full (FBC)) and performance status against the key project elements of scope, timeline, finance and benefits realisation.
- 10.1.2. In terms of Infrastructure Programme Project-level business case developments:
 - of the 21 Strategic Business Cases (SBCs) to be created, all are now complete;
 - of the 27 Outline Business Cases (OBCs) to be created, 22 have been approved by Cabinet; and
 - of the 130 Full Business Cases (FBCs) to be developed, **41** have been approved to date.
- 10.1.3. In terms of Project status as at 10/11/2021, of the 21 Infrastructure Programme projects:
 - **no projects** are reporting a Red status;
 - **1 is fully complete** - Gartcosh/Glenboig Community Growth Area Project
 - **11 are reporting at Amber** status; and
 - **9 are reporting at Green.**
- 10.1.4. A position statement, setting out project progress and the issues being faced by projects is set out in Section 15.

11. BUSINESS CASES APPROVED BY DIRECTOR OF REGIONAL ECONOMIC GROWTH

- 11.1.1. Under the Scheme of Delegation approved by Cabinet in August 2020, the Director of Regional Economic Growth has authority to approve Full Business Cases up to a value of £4.5m where changes between OBC and FBC are minor. One business case has been approved by the Director under this authority in this period with a summary of the business case set out below.
- 11.1.2. **The Motherwell Town Centre Transport Interchange FBC (North Lanarkshire Council)** has been appraised by the Programme Management Office and, following confirmation that all elements

are fully compliant with appraisal criteria, have been approved by the Director of Regional Economic Growth in the period. The four main elements of this FBC are:

- **Scope:** The FBC will deliver: 0.162km of new road carriageway providing access to Motherwell Rail Station, including for taxis, station drop off and disabled parking (3 spaces); new taxi rank with space for 8 taxis; 1 new loading bay for station servicing, 0.231km of existing road enhanced; 0.082km of expanded and improved bus facilities with space for four buses; 1 refurbished bus shelter with Real Time Passenger Information and new seating; 0.2265km of public realm improvements including an expanded station forecourt, new and extended footway, street furniture, natural stone paving and green infrastructure; New lighting columns and 2 new CCTV cameras; 1 new signalised toucan crossing and two new uncontrolled crossings; and A new retaining wall to enable expansion of the station forecourt and provision of the new station access road (shared deliverable with ScotRail).
- **Finance:** This FBC is part of the North Lanarkshire Pan Orbital Transport Corridor OBC which has total funding of £159.6m, of which a total of £14.1m has previously been approved for other elements of the OBC.
- **Timeline:** Works will start in January 2022 and complete June 2022.
- **Benefits Realisation:** The FBC will deliver: New transport infrastructure to improve the efficiency of both the local road network in Motherwell town centre and the regional public transport system; 20 gross additional construction jobs; £1.2m gross additional construction GVA; £110,871 gross additional town centre spend and rail revenue; £4.8m gross additional operational, safety and environmental benefits; £8.18m Net Present Value of monetised benefits.

12. CITY DEAL CHANGE CONTROLS REQUESTS

- 12.1.1. Following the COVID-19 lockdown in March 2020, the Scottish and UK governments wrote to the GCR to confirm their commitment to City Deal projects and to request information regarding any issues which projects were facing. In May the Cabinet wrote to the governments advising of the issues affecting the delivery of City Deal projects, including:
- delays to project delivery due to site closures;
 - 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;
 - 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;
 - 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);
 - 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.
- 12.1.2. The submission noted that, while issues could be described, the impact of the issues on project timescales, cost, scope and benefits realisation could not yet be quantified. In order to gain an improved understanding of the likely impacts it was agreed by the CEG that each MA should complete a project review and recovery planning process similar to that being implemented by Glasgow City Council's Programme Management Office, with a focus on confirming whether projects were to proceed and providing revised project timescales which could be included in the Programme Business Case 2020.
- 12.1.3. Despite the significant issues presented by COVID, including the unprecedented disruption to the construction sector and the ongoing economic uncertainty, all Member Authorities remain committed to their £130m investment in the City Deal Fund, with all confirming their intention to proceed with their City Deal projects.

- 12.1.4. Member Authorities provided the PMO with an update on their project timescales in November 2020. In providing these updates, a number of which are accompanied by a Change Control Request (CCR) to formally restate dates. At the time was noted that, with the risk of future lockdowns on the construction sector still present, these revised project timescales may be subject to further change. A further series of 37 CCR were submitted to the PMO in October 2021.
- 12.1.5. Of the 37 CCR:
- 35 which were categorised as 'minor' or 'moderate' changes were approved by the CEG on 27 October 2021 under its delegates authority. Details of these are set out at section 12.2 below; and
 - the remaining 2 CCRs, which are categorised as 'significant', the details of which are set out at section 12.3 below, are recommended for approval by this Cabinet.

12.2. Approved by CEG:

a) GCC - Canal and North Gateway (MA Ref GCC / CCN / CNG / 008)

- **Timeline Changes:** The CCR seeks to restate the dates of **two sub-project** FBC affecting the Construction start and Construction End (CE) dates by the same length of time.
 - North Glasgow Integrated Water Management System (NGIWMS): Cowlares Link CE to move from May 2022 to Aug 2023 (+15 months); and
 - Port Dundas Dobbies Loan CE to move from Aug 2023 to Dec 2023 (+4 months).
- **Reason for the change:** This change control has been submitted in response to the additional and unaccounted pressures that have resulted from the COVID19 pandemic. It is also accommodating impacts and opportunities associated with COP26, as well as disruption to construction materials and resources supply chains associated with the pandemic and Brexit.
- **Scope:** No change to the project scope
- **Finance:** The spend profile for the project has been adjusted. No additional funding is required to support delivery of the project at this stage. As the pandemic continues, and supply issues develop, this position may change.
- **Benefits Realisation:** While the scope of the project is not impacted by the CCR, GCC advise that the full impact on the project benefits remain unknown, the pandemic has detrimentally impacted the economy and therefore will have a direct impact on when and if project benefits will be realised. This will continue to be monitored.
- **CCR history:** 6 previous restatements on Time and Finance

b) GCC - Collegelands Calton Barras (MA Ref GCC/CCN/CNG/009)

- **Timeline Changes:** The CCR seeks to restate the dates of **two sub-project** FBCs affecting the Construction start and Construction End (CE) dates by the same length of time.
 - Meat Market Roads and Infrastructure CE to move from Aug 2022 to Aug 2023 (+12 months); and
 - Carlton Barras Action Plan (CBAP) CE to move from Sep 2023 to Jul 2024 (+10 months).
- **Reason for the change:** This change control has been submitted in response to the additional and unaccounted pressures that have resulted from the COVID19 pandemic. It is also accommodating impacts and opportunities associated with COP26, as well as disruption to construction materials and resources supply chains associated with the pandemic and Brexit.
- **Scope:** No change to the project scope.
- **Finance:** The spend profile for the project has been adjusted. No additional funding is required to support delivery of the project at this stage. As the pandemic continues, and supply issues develop, this position may change
- **Benefits Realisation:** While the scope of the project is not impacted by the CCR, GCC advise that the full impact on the project benefits remain unknown, the pandemic has detrimentally impacted the economy and therefore will have a direct impact on when and if project benefits will be realised. This will continue to be monitored.
- **CCR History:** 9 previous restatements on Scope and Time

c) GCC - Enabling Infrastructure Integrated Public Realm (EIIPR) (MA Ref GCC/CNN/EIIPR/005)

- **Timeline Changes:** The CCR seeks to restate the dates of **four sub-project** FBCs affecting the Construction start and Construction End (CE) dates by the same length of time.
 - Block A - Argyle St West (M8-Hope Street) and Cambridge Street CE to move from Oct 2023 to Feb 2024 (+4 months);

- Block A - Kyle Street - North Hanover Street CE to move from Nov 2023 to July 2024 (+8 months);
 - Block A - Sauchiehall Street Precinct CE to move from Jun 2023 to Dec 2023 (+6 months);
 - Block B - Holland Street/Pitt St CE to move from Aug 2023 to May 2024 (+9 months).
 - **Reason for the change:** This change control has been submitted in response to the additional and unaccounted pressures that have resulted from the COVID19 pandemic. It is also accommodating impacts and opportunities associated with COP26, as well as disruption to construction materials and resources supply chains associated with the pandemic and Brexit.
 - **Scope:** No change to the project scope. However, the former Underline project has been split into two phases. Phase 1 (Cambridge Street) will be added to the Argyle St West project and Phase 2 (New City Road) will replace the current Underline.
 - **Finance:** The spend profile for the project has been adjusted. No additional funding is required to support delivery of the project at this stage. As the pandemic continues, and supply issues develop, this position may change.
 - **Benefits Realisation:** While the scope of the project is not impacted by the CCR, GCC advise that the full impact on the project benefits remain unknown, the pandemic has detrimentally impacted the economy and therefore will have a direct impact on when and if project benefits will be realised. This will continue to be monitored.
 - **CCR History:** 4 previous restatements for Time and Finance
- d) **GCC: Metropolitan Glasgow Strategic Drainage Partnership** (MA Ref GCC/CCN/MGSDP/008)
- **Timeline Changes:** The CCR seeks to restate the dates of **four sub-project** FBCs affecting the Construction start and Construction End (CE) dates by the same length of time.
 - Hillington/Cardonald SWMP - Ph 2 CE to move from Apr 2022 to Aug 2022 (+4 months);
 - Cockenzie St SWMP CE to move from Sep 2022 to Nov 2022 (+2 months);
 - Eastern Springburn SWMP CE to move from Dec 2022 to Feb 2023 (+2 months);
 - High Knightswood/Netherton SWMP CE to move from Dec 2022 to Mar 2023 (+3 months).
 - **Reason for the change:** This change control has been submitted in response to the additional and unaccounted pressures that have resulted from the COVID19 pandemic. It is also accommodating impacts and opportunities associated with COP26, as well as disruption to construction materials and resources supply chains associated with the pandemic and Brexit.
 - **Scope:** No change to the project scope.
 - **Finance:** The spend profile for the project has been adjusted. No additional funding is required to support delivery of the project at this stage. As the pandemic continues, and supply issues develop, this may change.
 - **Benefits Realisation:** While the scope of the project is not impacted by the CCR, GCC advise that the full impact on the project benefits remain unknown, the pandemic has detrimentally impacted the economy and therefore will have a direct impact on when and if project benefits will be realised. This will continue to be monitored.
 - **CCR History:** 6 previous restatements on Time, Finance and Scope
- e) **NLC: Pan Lanarkshire Orbital – Motherwell Town Centre Interchange** (MA Ref: MTCI Change Control 4)
- **Timeline changes:** CCR seeks to restate FBC submission date from Sept 2021 to Nov 2021 (+7 weeks). There will be no impact on target construction commencement or completion dates.
 - **Reason for the change:** minor delay to NLC's internal approval for the FBC and subsequent submission to GCR PMO.
 - **Scope:** No impact on project Scope.
 - **Finance:** Limited impact on project finance with no change to overall budget. The spend profile has been adjusted. Inflation costs have been built into the overall budget at this stage in the project.
 - **Benefits Realisation:** This is a minimal change of 7 weeks and NLC advise that there will be no impact on the benefits delivered. No impact to construction completion date.
 - **CCR history:** Eight Change Control Requests have been approved to date: 210407_NLC_CH0026; 200904_NLC_CH0024; 191011_NLC_CH0019; 190412_NLC_CH0016; 190111_NLC_CH0013; 181005_NLC_CH0011; 171010_NLC_CH0009; and 171010_NLC_CH0004.
- f) **RC: Glasgow Airport Investment Area (GAIA)** (MA Ref: GAIA CR004)
- **Timeline changes:** Construction completion moved from October 2021 to January 2022 (+3 months).

- **Reason for the change:** The reason for this change is as a result of construction time lost due to site closure as a consequence of the covid-19 pandemic. New H&S legislation with respect to covid-19 and social distancing requirements which results in some activities taking longer than originally programmed. As a result, the project is no longer able to meet the previously approved programme completion date of October 2021.
- **Scope:** no change
- **Finance:** The cashflow has been revised in line with the updated programme. Measures continue to be taken to determine implications on budget with consideration to available funding.
- **Benefits Realisation** This is a minor change and will have no impact on project benefits.
- **CCR history:** Four Change Control Requests have been approved to date: 210609_RC_0009; 200623_RC_008: 181206_RC_004: and 171117_RC_001.

12.3. For Consideration by Cabinet:

g) **GCC - Clyde Waterfront West End Innovation Quarter** (MA Ref GCC/CNN/WFWEOQ/011)

- **Timeline Changes:** The CCR seeks to restate the dates of **21 sub-project** FBCs affecting the Construction start and Construction End (CE) dates by the same length of time. The current construction end dates for all 21 sub-project and the proposed revised dates are set out in Appendix 10. Proposed changes to CE dates range from just +2 months to +14 months with one sub-project (namely Access and Integrity of Waterfront - SEC - Active Travel) construction end date moving beyond end 2025 to April 2026.
- **Reason for the change:** This change control has been submitted in response to the additional and unaccounted pressures that have resulted from the COVID19 pandemic. It is also accommodating impacts and opportunities associated with COP26, as well as disruption to construction materials and resources supply chains associated with the pandemic and Brexit.
- **Scope:** No change to the project scope. However, 3 projects have been merged together: **Clyde Waterfront Innovation Campus: Site Remediation and Services** project is the result of the combination of the Access Improvements AND Active Travel Route South projects; the **Clyde Waterfront Innovation Campus: Access and Connectivity** is the result of the combination of the Development Deficit Funding 1 AND Development Deficit Funding 3; **Water Row Grant Award** project is the result of the combination of the Commercial Floorspace 1 AND Development Deficit Funding 2).
- **Finance:** The spend profile for the project has been revised. Funding constraints with regards to project delivery will continue to be assessed as the pandemic and other associated issues develop.
- **Benefits Realisation:** While the scope of the project is not impacted by the CCR, GCC advise that the full impact on the project benefits remain unknown, the pandemic has detrimentally impacted the economy and therefore will have a direct impact on when and if project benefits will be realised. This will continue to be monitored.
- **CCR History:** 10 previous restatements on Time and Scope

h) **NLC: Pan Lanarkshire Orbital – East Airdrie Link Road** (MA Ref: EALR CCR2)

- **Timeline changes:** The CCR seeks to restate the following dates:
 - OBC to move from February 2022 to Apr 2023 (+14 months);
 - FBC to move from Feb 2024 to December 2024 (+10 months); and
 - Construction end to move from September 2026 to March 2027 (+6 months)
- **Reason for the change:** the reason for this change is to reflect updated programme due to initial delay, additional exploratory work to inform the Options Generation and Appraisal and the realignment of the route to accommodate the Monkland Replacement Hospital project. To mitigate these impacts the advanced implementation of enhanced ground investigation works along the preferred route have been procured and are now progressing on site.
- **Scope:** No impact on project Scope.
- **Finance:** The spend profile based on the current approved budget allocation has been amended in Q2 to reflect the change to programme. Inflation costs have been built into the overall budget at this stage in the project.
- **Benefits Realisation:** This project does not have an approved OBC so we are not yet able to assess the impact on project benefits, NLC has indicated that it is unlikely that there will be any impact on the benefits caused by this change.
- **CCR history:** Two Change Control Request have been approved to date: 191011_NLC_CH0018; and 190111_NLC_CH0018.

13. CITY DEAL PROGRAMME RISKS

- 13.1.1. The Programme Risk Register is at Appendix 3. Updates to mitigating actions are noted in bold and italics. The Register shows:
- there are **13** Programme risks:
 - In terms of risk ratings:
 - No risks are rated as 'very high';
 - **1** risk is rated as 'high';
 - **6** risks are rated as 'medium';
 - **6** risks are rated as 'low';
 - None of the existing risks have changed scores in period; and
 - 1 new risk has been added to the Risk Register reflecting a lack of resources to deliver the Sustainable Procurement Strategy Action Plan.

14. CITY DEAL PROGRAMME ISSUES

- 14.1.1. The Programme Issue Log has been updated and all updates are noted in bold and italics in Appendix 4. As at 17 September 2021 there was one issue, namely Issue 0038 *Construction Material availability and cost*. The Issue was discussed with the Scottish and UK governments at the 18 October Annual Conversation.

15. CITY DEAL PROGRAMME BENEFITS

- 15.1.1. Appendix 6 provides an overview of outputs delivered to date. The following additional outputs were reported in Q2 2021/22:
- 1.04Ha Total Area of Opportunity Sites are available for development, and 26 New Residential Units reported by NLC through the Gartloch Glenboig CGA project;
 - 1873sqm General Industrial Class 5 floorspace was reported by SLC through the Cathkin project;
 - 30 New Residential Units were reported by SLC through the Newton project; and
 - 1 Junction Improved reported by SLC for the Larkhall project.
- 15.1.2. Community Benefit Outcomes reported as having been delivered within the reporting period are as follows:
- 1 New Entrant – Council Programme or Initiative by GCC;
 - 5 Work Experience Placement (Non School) by GCC;
 - 13 Business Mentoring Interventions for an SME by GCC;
 - 1 Careers Event and 1 Site Visit by ERC;
 - 1 Non Financial Community Engagement by NLC; and
 - £1K of Financial Community Engagement by GCC.
- 15.1.3. The full Contract and Community Benefit Programme Summary is provided at Appendix 5A and Summary for each Member Authority is provided at Appendix 5B.

16. EXPECTED SPEND vs BUSINESS CASE APPROVALS BY PROJECT

- 16.1.1. Appendix 7 details the total expenditure per project from the latest estimates as at 30 September 2021. This is then compared with cumulative projected spend, previous years' spend, profiled spend in 2021/22, the projected spend for 2021/22, the 2021/22 baseline and the 5 year projected spend.
- 16.1.2. The table includes the £1bn from the Scottish and UK Governments and the £0.13bn Member Authorities' contribution. The total projected spend for the programme is £1.130bn compared with funding of £1.130bn. This represents a nil overspend. Within this position there is increased projected expenditure in relation to Place and Growth Programme (£4.9m) and the M77 Strategic Corridor (£2.8m) partly offset by reduced projected expenditure in relation to Ocean Terminal (£4.4m) and Cathkin Relief Road (£3m). Previous Years Spend for infrastructure projects was £265m.
- 16.1.3. The actual spend for 2021/22 to Quarter 2 is £21.2m compared with an initial profiled spend to Quarter 2 of £31.6m. Variance is due to underspends across a range of projects. The expected spend in 2021/22 has reduced by £13.2m (14%) from £91.5m as at Q1 2021/22 to £78.3m as at Q2 2021/22. The actual spend to date in 2021/22 of £21.2m represents 27% of the revised expected spend of £78.3m for 2021/22.

- 16.1.4. The cumulative to date spend as at Q2 2021/22 is £286m. The 5-year projected spend from 2020/21 to 2024/25 is £560m. Funding approved to date totals £434.3m. The cumulative grant allocation to the end of 2021/22 is £275m.

17. PROJECT FUNDING AND EXPECTED SPEND vs GRANT DRAWDOWNS

- 17.1.1. Appendix 8 displays the grant allocations and drawdowns per Member Authority. To date all Member Authorities have returned their grant claims up until the end of Quarter 1 2021/22 and seven member authorities have returned the quarter 2 grant claims. The total value of grant claims received in 2021/22 is £21m.

18. PMO BUDGET

- 18.1.1. The PMO budget is £1.874m for 2021/22. The budget projection, reported in Appendix 9, indicates projected annual spend will be £96k (5%) lower than budget in 2021/22 mainly due to vacant posts.

19. CITY DEAL PROJECT UPDATES

This section provides information on the progress and status of each the 21 main infrastructure projects being delivered across the Region. Updates from the previous period are shown in ***bold italic text***.

19.1. Place and Growth Programme (EDC) (Green)

- 19.1.1. This £35m City Deal funded Place and Growth Programme is designed to enable follow on investment in strategic sites within East Dunbartonshire, to support inclusive growth and access to employment. The programme is at an early stage with OBCs yet to be developed for the projects.

- 19.1.2. Whilst some activity related to the Project has been able to continue since the approval of the SBC in February 2019, the Covid-19 pandemic and resultant impact continues to delay ***fully*** starting the OBC process. A Change Control Request submitted in January 2021, in relation to the extension of the Place and Growth Programme completion dates, was approved by the City Region Cabinet in February 2021. This extends the programme completion by 12 months, to December 2026.

- 19.1.3. ***Work has progressed to complete supplementary early economics work for the approved SBC and is presented to the November Chief Executives' Group.***

- 19.1.4. The programme consists of three sub-projects:

- Delivery of phase 5 of the Bishopbriggs Relief Road (BRR5) and Westerhill Masterplan aims to complete the route through East Dunbartonshire and Glasgow north, improving connectivity and unlocking strategic development sites to enable follow on investment. The BRR plays a key role in improving linkages between the wider City Region, Westerhill, Strathkelvin Retail Park and Bishopbriggs.

Work is ongoing to engage master-planning consultants to help develop and test follow-on investment options for Westerhill area, enabled by the BRR5. Masterplan vision testing and early land use testing is underway and consultants to examine options for the BRR5 design.

EDC is currently investigating ***other*** funding opportunities ***to support complementary activity around areas such as Westerhill, including the*** Levelling Up Fund.

Continuing to engage with local businesses and ***landowners*** to investigate potential for business/sector growth in the Westerhill area.

Investigating site access which, once confirmed, will support ongoing discussions with relevant landowners. Landowner workshops to recommence following appointment of consultants.

With appointment of consultants, programme milestones dates will be reviewed.

- The Sustainable Transport Improvements A803 Route Corridor sub project aims to increase the number of journeys by active and sustainable travel; improve bus journey times, air quality and local environments; reduce dependency on the private car; support inclusive growth and access to employment. A key benefit of the project will be an improvement in links across the A803, connecting communities which are severed by the route corridor. It will 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.

These objectives will be achieved through a programme of transport and infrastructure measures within East Dunbartonshire and the north of Glasgow, along the A803 route corridor and its surrounding areas. This sustainable transport corridor will further activate a range of key retail, regeneration, and health and education facilities. Procurement Strategy and Contract Options Appraisals for professional services have now been agreed through EDC Services technical team. Procurement Strategy has been updated to reflect the agreements. Project Board approval as of 24th June.

Discussions have taken place with AECOM and SPT to understand emerging future year modelling scenarios being considered as part of the Strategic Transport Projects Review as this is likely to feed into future scenarios for the regional transport model being used for EDC City Deal, through use of the Strathclyde Transport Regional Model (owned by Transport Scotland and SPT). Transport modelling work **is underway to examine the regional model in relation to project areas, and in preparation for testing options and scenarios as the OBC process moves forward**. Work continues to procure design consultants for A803 options to help inform OBC.

Work continues to finalise the Minute of Agreement between respective legal teams in each partner organisations (EDC, SPT and GCC). Engaging with First Group data analysts to establish what bus journey time data is available and what type of analysis can be undertaken. Investigating EDC Section 75 contributions that may be available for A803 project and plans to consider applications going forward.

Engaging with GCC Traffic, Transport, and Development teams to discuss potential developments in GCC area that may impact or be impacted by works on A803. Technical Working Group meetings progressing. With appointment of consultants programme milestones dates will be reviewed.

- Bishopbriggs Town Centre Regeneration through provision of business space, improved accessibility and improved public realm delivered by the City Deal Project.

The process to transfer land for civic space to EDC as part of Morrisons new store development S75 agreement is **nearing completion**. Engaging with Morrisons in relation to overlap with town centre public areas and establishing a joint approach to public realm design proposals. Barratt Homes planning application for Morrisons owned site has been granted through the appeal process. Town Centre Public Realm Plan feasibility work now progressing. Public consultation is complete, **together with a** report of consultation being finalised. Work will help inform development of design options for public realm in town centre **as part of OBC development**.

Engagement with private landowners on redevelopment/renewal opportunities in the town centre which supports town centre regeneration and City Deal Project, including use of vacant floor space and enlivening of outdoor space.

19.2. M77 Strategic Corridor Programme (ERC) (Amber)

- 19.2.1. The £44m City Deal funded M77 Strategic Corridor Programme consists of seven sub-projects aiming to support the planned growth of Newton Mearns and the regeneration of the town of Barrhead. While good progress has been made with a number of sub-projects substantially complete, a number of Covid-19 related issues are causing delays to final completion, benefit realisation and project costs. A review of the overall programme has been carried out and a paper was submitted to ERC Cabinet on 3 June 2021. The paper proposes to delay the Levern Valley Link project until a later date and reallocate the funds between the three remaining projects. The paper has been referred to full Council on 30 June 2021 with the Cabinet supporting the recommendations, one of which is that we will need to seek approval from GCR Cabinet after Council approval. Progress with each sub-project is set out below:

- The Levern Works Project in Barrhead saw construction completion in May 2016 of 843sqm of new workshop space in 10 business units at Crossmills (all of which are now let) and the completion of remediation and preparation of a 0.93 hectare brownfield site at the former Nestle Purina factory, with a development agreement now in place for a mixed use scheme on the bulk of the former Nestle site. Construction work on the Business Boost Project is also 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. While the Greenlaw Business Centre was completed mid-March 2019 and an external management agent has been appointed to operate the centre on behalf of the Council, formal opening is delayed due to Covid-19 lockdown and the property's car park is continued to be used as a COVID test centre. In line with Government advice on non-essential offices remaining closed, there has been no pro-active marketing of space at the Greenlaw Business Centre.

- The Balgraystone Road Realignment Project completed on site in October 2020 and the new road has now opened to the public. The project provides improved access to the proposed train station at Barrhead South, facilitates the development of Barrhead South Strategic Development Opportunity providing new residential development and provides improved access to Dams to Darnley Country Park. The project creates a new signal controlled junction where Balgraystone Road meets Springfield Road, a new realigned section (approx. 500m) of fully lit two lane carriageway (converted from a single track country road), adjacent new public footway and cycle facilities, and a new access road and bus turning circle to provide access to future development sites and provide the infrastructure to attract a local bus service along the route.
- Work progresses on a New Railway Station (Barrhead) and Allied Works project on the Glasgow to Neilston line with bus interchange and associated car parking. The railway station will serve the existing community and a new residential community proposed at Barrhead South, providing a sustainable transport solution for all residents. It will also provide easy and direct access to the Dams to Darnley country park where new and improved visitor facilities are proposed and where the tourism offer will be improved. The scope for the Scottish Transport Appraisal Guidance Stage was submitted to Transport Scotland (TS) for review and approval on the 10th March 2020. TS's comments on the scoping document were received by ERC on the 14th September 2020, a consultant has now been appointed to carry out STAG 2 and Work has now commenced on the STAG 2 for submission to Transport Scotland. The STAG 2 report is due to be completed October 21. Achievement of the Project's future milestones will be dependent upon the approval of the STAG 2 by Transport Scotland (TS) prior to progressing into GRIP. A meeting was held between TS and ERC in late October to discuss Demand Forecasting, in light of the affect that the pandemic may have on rail patronage and advised that a scenario-based approach was preferable.
- The Levern Valley Link Project aims to provide connectivity improvements between Barrhead, Newton Mearns and the M77 J5. OBC approved for M77 to Barrhead access improvements project in August 2015. It will be delivered in phases with enhanced road and pedestrian provision through Dams to Darnley Country Park at Aurs Road being (i.e. Aurs Road Realignment) Phase 1, redefining the country park and improving road connections between Barrhead and Newton Mearns (Phase 2). Phase 2 will improve accessibility between Barrhead, to the western side of Balgraystone Reservoir and onwards to J5 of the M77. Subject to confirmation by Sub Regional Transport Model (SRTM) modelling output, the Phase 2 new road alignment provides for strategic surface access between M77 corridor and Barrhead. Outcome of SRTM Modelling work was required to develop project scope/feasibility. The SRTM modelling is being concluded and work undertaken to progress other elements of the feasibility project including stakeholder consultations. The initial feasibility work had been planned to be completed by Spring 2021, but this timescale is being extended to take account of opportunities to promote post-COVID economic recovery. It is envisaged that it will be possible to report on the project's revised Scope, probably in the latter part of this year. RAG status will therefore remain at Amber.
- The Aurs Road Realignment Project includes road realignment, replacement of a weak bridge to allow a bus route along this corridor and provision of pedestrian/cycle boardwalk around Balgray reservoir. The straightening of a section of road releases land to develop the Dams to Darnley Visitor Facilities Project which will follow on post completion. ERC is also working with Scottish Water to deliver a culvert which will sit underneath the planned boardwalk and cut underneath Aurs Road. Detailed design is complete and we continue to work with Scottish Work to agree a partnership (Heads of Terms finalised and being considered by Executive Management within both organisations) which will allow us to deliver the culvert work as part of our works package meaning one contractor on site; one period of road closure and minimise disruption to locals and commuters who use Aurs Road. A Planning Application has been lodged and work is progressing on the tender documents.
- Work continues on the Dams to Darnley Visitor Facilities Project within the country park. ERC have been liaising with Scottish Water (SW) regarding the water level to the main Balgray reservoir with the new culvert under Aurs Road intended to maintain a natural water level in Balgray reservoir.

As noted previously, the drop in water level has adverse implications for the original location of the Wake Park facility (not City Deal funded) on the southern side of the reservoir. However, this can be addressed by relocating the venue to the northern side of the reservoir where there is deeper water. This new location will generate operational synergies with the nearby Visitor Centre and allied facilities funded through City Deal. Access to the Wake Park and Visitor Centre will be taken from Aurs Road, the upgrading of which is also being financed through City Deal. As a result, the Visitor Centre development is interdependent on the Aurs Road realignment and any slippages during the project development/tendering and subsequent construction period. The project scope for the visitor centre is being reviewed to take account of emerging demand considerations/opportunities not incorporated in previous feasibility work. A phased approach is being considered which will allow earlier provision of key facilities and along with marketing to stimulate sustainable growth in visitor numbers to the park. Delays to the interdependent Aurs Road realignment project meaning that availability of the main site for the proposed visitor centre is delayed.

19.3. Canal and North Gateway Project (GCC) (Amber)

- 19.3.1. The £89m City Deal funded Canal and North Gateway Project seeks to regenerate an underutilised, neglected and disconnected area on the edge of the city centre to a vibrant new city neighbourhood, with new sustainable residential communities at Sighthill and Cowlands and a reinforced cultural community at Speirs Locks, complemented by a mixed-use commercial core at Port Dundas around the canal. This project includes a number of very different interventions across 12 sub-projects varying from site remediation and development, construction of new bridges, pedestrian and cycling infrastructures, street lighting, junction upgrading and drainage infrastructures. Details of the activity underway to deliver the follow-on investment as a result of the City Deal investment requires to be provided by GCC. GCC have advised that this will be included in the Q3 2020/21 Report. A number of live construction contracts have been impacted by the Covid-19 across the 12 sub-projects.
- Sighthill Remediation Contract 1 complete. Additional monitoring commenced in accordance with contract 1 terms.
 - Contract 2 is to complete the remediation of 50ha of vacant or derelict land was underway when Covid-19 lock down occurred. The contractor has now returned to site (in accordance with Scottish Government guidance), however is working with reduced staffing capacity due to restrictions; this has impact upon the planned completion date of Dec 2020. Construction ongoing to utilities, road and landscape. Discussions continue to determine financial and programme implications due to Covid-19. Construction of roads, utilities and landscaping ongoing. Although project is currently on track to deliver scope as defined within approved FBC 2 status remains at AMBER to reflect the COVID 19 pandemic and continued uncertainty of potential further lockdown restrictions.
 - The contractor for the Sighthill M8 Pedestrian Bridge project remains at Amber to reflect the current COVID 19 pandemic. Contractor off site for mandatory site shut down in June 2020 with a further closure in summer 2021 due to a high number of sickness due to Covid-19. However, the contractor is now back on site and is progressing within Scottish Government Guidance and TS restrictions. Full impact on Scope yet to be determined, however good progress is being made. Successful placement of bridge on 31st July 2021. Current programme showing construction completion February 2022 due to Covid-19 impact, project team continues to work with contractor to finalise.
 - Although construction works are effectively complete on the North Glasgow Integrated Water Management System (NGIWMS), the calibration of hydraulic model continues and remains key for the project. Although construction works are effectively complete UAT testing for Water Management System remains ongoing. Scope remains at AMBER due to not knowing the impact on UAT. Full smart system test event will be scheduled post Covid-19. Sighthill started draining to Smart Canal August 2021 with continued testing in place.
 - While works on Cowlands Bridge (over railway) and Port Dundas 100 Acre Hill remediation, roads and utilities infrastructure are complete. Timeline for full grant milestones to be completed by 2023. Construction works as per the FBC complete, however meanwhile use as defined in the grant to fulfil benefit continues to be progressed.
 - North Canal Bank Street and Speirs Locks Landscape Link contractor returned to site early August 2020 but has been off site again since December 2020. Contractor returned to site (April)

however full impact of additional work stop period being assessed. Although project is currently on track to deliver scope as defined within approved FBC, status remains at AMBER. This is to reflect the Covid-19 pandemic, this site was locked down from end of March until June 2020 following government advice regarding non-essential work.

- Speirs Locks Garscube Toll and Links contractor ceased working during lockdown. Contractor is back on site (early September) and proceeding within the Scottish Government guidelines. The full impact is still being established. Scope remains at AMBER to reflect the current Covid-19 pandemic. City Deal works have been completed but wider works remain on site.
- NGIWMS: Cowlares Link Remains at AMBER. FBC submission has been affected by the Covid-19 Pandemic with revision 9 dates projected for August 2022 (instead of May 2021, +15 months).

19.3.2. *Change Control Request GCC/CCN/CNG/008: Programme Revision Rev 9.0 approved by CEG on 28/10/2021.*

19.4. Collegelands Calton Barras (Amber)

19.4.1. The £27m City Deal funded Collegelands Calton Barras (CCB) Project has six sub-projects which focus on: improving accessibility and connections to the City Centre and beyond; remediating sites that have been derelict or vacant to attract development to the area; and build on existing regeneration activities to improve the quality of place. Details of the activity underway to deliver the follow-on investment as a result of the City Deal investment requires to be provided by GCC. GCC have advised that this will be included in the Q3 2020/21 Report. A number of current live construction contracts have been impacted by Covid-19.

- Calton Barras Action Plan sub-project includes public realm works, junction improvements and a future Developer Deficit Grant Scheme. While Public Realm work is complete, Junction Improvement construction was suspended due to the Covid-19 pandemic as a non-essential construction site. The contractor returned to site early August 2020 and the project is now complete. Residual minor snagging has been identified for the contractor to undertake. Project has reached practical completion.
- Meat Market Site Remediation is now complete. Although scope within the FBC has been delivered it should be noted that unrecorded below ground obstructions were found at the end stages of the project which resulted in additional remediation and removal of contaminants. The remediation was within the boundaries of the project therefore not classed as a change in scope. Contractor has completed works.

19.4.2. *Change Control Request GCC/CCN/CCB/009: Programme Revision Rev 9.0 approved by CEG on 28/10/2021*

19.5. City Centre Enabling Infrastructure Integrated Public Realm (EIIPR) (Amber)

19.5.1. The £115m City Deal funded City Centre Enabling Infrastructure Integrated Public Realm (EIIPR) is a quality place-making project that will transform 17 key streets and adjacent areas (or “Avenues”) in Glasgow city centre through the introduction of an improved external environment that will rebalance traffic modes, introduce green and SMART infrastructure, and place “people” firmly at the heart of the project vision and design strategy. The EIIPR project will deliver over 112,000sq.m of new public realm, over 67,000sq.m of enhanced public realm, over 14,000m of new and enhanced cycle tracks, over 16,000m of new and enhanced walkways, and significant investment in blue/green infrastructure. Details of the activity underway to deliver the follow-on investment as a result of the City Deal investment requires to be provided by GCC.

- Practical completion has been achieved on the Intelligent Street Lighting (ISL) sub-project and Sauchiehall Street Avenue Phase 1.
- A number of current live pre-construction contracts on sub-projects (Argyle Street West & Cambridge Street, the Underline (now The New City Road), Sauchiehall Street Precinct, Holland Street / Pitt Street, Kyle Street – North Hanover Street) have been impacted by Covid-19 earlier in the year. Argyle Street West, the Underline and Sauchiehall Street Precinct pre-construction site investigations are complete and construction tender packages are being prepared. Sauchiehall Street Precinct is at technical design stage. Holland Street / Pitt Street and Kyle Street / North Hannover Street are at design stage. Technical design for Argyle Street West and the Underline is now complete. Timeline status remains Amber, to reflect the ongoing uncertainty from

the Covid-19 pandemic and the possible prolongation of works going forward. Timeline impact continues to be assessed. Although projects are remaining committed to deliver scope, that will be fully defined within future FBCs. ***Change Control Request GCC/CCN/EIIPR_05: Programme Revision Rev 9.0 approved by CEG on 28/10/2021. The underline has been split in two phases: Phase 1 (Cambridge Street) will be part of the Argyle St West and Phase 2 (New City Road) will replace the current Underline project. FBC approval for Argyle Street West has moved from September 2021 to January 2022 (+4 months) with construction is due to start in March 2022. Given recent tender returns, the GCC PMO has notified the GCR PMO that tender returns are expected to be higher than initially estimated. Any significant change in cost will require approval by Cabinet. Due to the timing of the current procurement exercise and tender return dates, the FBC requires to be approved in January 2022. As this falls outwith the CEG and Cabinet meeting cycle written approval may be requested via email in January 2022.***

19.6. Metropolitan Glasgow Strategic Drainage Partnership (Amber)

- 19.6.1. The £40.2m City Deal funded Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) Project aims to address a lack of investment in the drainage infrastructure by either removing hydraulic constraints, reducing water entering the sewer system and therefore helping to create drainage capacity and reduce flood risk. Creating capacity in this way will allow new areas of development and regeneration to be brought forward and connect to the drainage system without increasing flood risk to the City. There are 14 drainage projects, including Camlachie Channel Improvement and nine Surface Water Management Plan (SWMP) interventions across the City. Details of the activity underway to deliver the follow-on investment as a result of the City Deal investment requires to be provided by GCC.
- Camlachie Burn, Cardowan SWMP, Hillington/Cardonald SWMP Phase 1: Mossheights and South East Glasgow SWMP full scope has been delivered as per the FBC. Residual minor snagging has been identified for the contractor to undertake.
 - Hillington /Cardonald SWMP Phase 2: Queensland Gardens. While this FBC was approved under delegated authority during Q2 2021/22 (29th July 2021), the contractor declined to accept the Council's offer of award for the Queensland Gardens construction contract as they discovered a pricing error in their tender which meant they would likely have incurred a financial loss if they had proceeded with the contract. This has resulted in the approved FBC being withdrawn. An updated FBC will be submitted for appraisal during Q3 2021/22.
 - Hillington/Cardonald SWMP Phase 3: Penilee. Confirmation of additional Nature Scot funding secure but must be spent by March 2022. FBC due for submission in Nov 2021 to adhere to timelines.
 - Although the Drumchapel, Garrowhill / Baillieston construction site was closed due to Covid-19, the contractor is currently on track to deliver scope as detailed in the FBC. However impact on scope continues to be assessed. Early Braes Park - SUDS pond landscaping works is now completed and steelworks completed associated with floodwall. Sandyhills Park – excavation works continuing. Excavation, headwall/outfall, culvert installation works at Sandyhills Park are continuing to be progressed. Awaiting Network Rail programme for undertrack works. Continued discussion with Network Rail regarding the liability for ground conditions.
 - Drumchapel SWMP Bulk excavation progressing at Kinfauns Basin and laying of culvert at Garscadden Burn culvert is ongoing. Shared site with Scottish Water works ongoing discussions with SW regarding access to shared area following movement in SW programme. Still awaiting access to works area held up by Scottish Water works, negotiations to resolve are continuing. Garscadden Burn Culvert – ScW allowed access to Council land from 20 August '21 to enable RJ McLeod to start construction of the new link culvert. ***Change Control Request GCC/CNN/MGSDP/008: Programme Revision Rev 9.0 approved by CEG on 28/10/2021***

19.7. Clyde Waterfront West End Innovation Quarter (Amber)

- 19.7.1. The £113.9m City Deal funded Clyde Waterfront West End Innovation Quarter Project aims to regenerate the Clyde waterfront as an attractive urban quarter that supports high value-added industries and maximises the economic potential of the University of Glasgow and the Queen Elizabeth University Hospital. There are eight sub-projects, each of which has further sub elements. Many of the most significant sub-elements are currently progressing with design stages and/or

negotiating with key partners/stakeholders. Information about the follow-on development that will result from the CWWEIQ have been reported in the Q2 report. Covid-19 related delays are having an impact on design and procurement across the Project.

- The Access and Integrity of the Waterfront sub-project will see consolidation and adaptation of quay walls at eight locations (The Briggait / Lancefield Quay; Yorkhill Quay; Windmillcroft Quay; SEC – Active Travel; Custom House Quay; Carlton Place; Govan Graving Docks; and Tradeston Phase 1) in order to unlock opportunity sites and improve connectivity to the city centre, improve public realm and place quality. The FBC for Tradeston Phase 1 FBC was approved by GCR PMO (Feb 2020), for Tradeston Bridge refurbishment including enhanced lighting functionality. Contract award confirmation received 1 Mar 2021. Further FBC addendum(s) TBC with regard to further sub-project intervention(s) identified within Tradeston area (with City Deal and Barclays' match funding). Status reverted to Amber, to reflect the current impact and uncertainty from the Covid19 pandemic and the possible prolongation of works going forward. Practical completion of refurbishment / installation works achieved; final lighting programming commissioning underway in Oct 2021. Works undertaken in two phases, refurbishment works, followed by lighting works. Phase 1 commenced late May 2021; Phase 2 commenced late July 2021. Although Windmillcroft Quay project remains committed to deliver Scope (quay wall integrity and public realm works), that will be fully defined within future FBC. Its status remains Amber, to reflect the current impact and uncertainty from the Coronavirus pandemic and the possible prolongation of works going forward. Technical design programme progressing with external consultant (Stage 4 Design), with legal/funding negotiations with residents (and their property factor - Speirs Gumley) progressing in tandem. Speirs Gumley are currently gathering agreed financial contributions towards the works from each residential property.
- The Developing the Economic Role of SEC / Pacific Quay sub-projects will see construction of the Cessnock Pedestrian Link (between Pacific Quay and Cessnock Subway Station), two new pedestrian/cycle bridges over the Clydeside Expressway and the Canting Basin Bridge and the construction of the SEC-Finnieston Link pedestrian/cycle route; all the FBCs are delayed (to 2022/2023) due to the SEC's integral role is supporting the NHS through the current Covid-19 pandemic. Finnieston Link (Grant Award) project remains committed to deliver Scope but that will be fully defined within future FBC (Apr 2022). In dialogue with SEC regarding progress of their design options.
- The Developing the Economic Role of Glasgow University sub-project includes Byres Road Public Realm Improvement and University Avenue and Campus Connections Pedestrian/cycling Links elements. GCC is reporting slippage with the Public Realm works owing to reduced ability to complete design and tender the works, due to the Covid-19 pandemic, with an expected knock-on to the timelines for the FBC, originally planned for February 2021 now provisionally postponed to January 2022. At design stage, with formal TRO process progressing in tandem.
- The Developing the Economic Role of QEUH and Adjacencies sub-project consists of QEUH Access Improvements to the local road network in order to address transport constraints and Development Deficit Funding (DDF) 1, 2 and 3 which will support the construction of new commercial floorspace on under-utilised ground within shipyards and redevelopment of industrial sites within the proximity of the Hospital. Development Deficit Funding (DDF) 1 and 2 providing grant funding for the construction of new commercial floorspace within Central Govan. Central Govan Action Plan Project DDF 1 has been combined with Developing the Economic Role of QEUH and Adjacencies - DDF 2 which submission, programmed for June 2021, is now expected to be October 2021, for November 2021 Delegated Authority approval. CGAP DDF 2 has already seen the provision of a grant award to Govan Heritage Trust (GCC are only monitoring construction phase, not managing the works), which is also reporting previous force cessation of works due to the current Covid-19 pandemic. The scope will be fully defined within future FBC (Jun 2022).
- The Central Govan Action Plan Project includes:
 - The now completed Govan Public Realm improvements within Central Govan adjacent to key heritage assets such as Govan Old, the Pearce Institute and Govan War Memorial and including links to South Bank pedestrian and cycle route. Residual minor snagging identified for Contractor to undertake but programme to be agreed as contractor re-furloughed staff in Jan 2021 and returned in April 2021.
 - GAP Development Deficit Funding – Commercial Floor Space 2 (Grant Award): Although project remains committed to deliver scope as defined within FBC (conversion of vacant lower ground floor of Govan Old Parish Church), status remains Amber, to reflect the forced

cessation of non-essential construction works earlier in 2020, due to the Covid19 pandemic and the associated uncertainty regarding prolongation of works going forward. Grant award to Govan Heritage Trust, therefore GCC are only monitoring construction phase status, not managing the works.

- The Improving Connectivity between Glasgow University and QEUH sub-project includes:
 - the creation of two active travel routes from Govan to QEUH (South Route) and from Partick to the University campus (North Route), the latter of which initially impacted by a shortage of material due to the Covid-19 'lock-down' in Southern China in early 2020 followed by delay to site commencement with the UK lock down. Change Control Request submitted to the PMO October 2021 as per Appendix 10.
 - Construction of a new Govan and Partick Bridge pedestrian/cycle crossing, improving connectivity between Glasgow University and the QEUH. Bridge design at an advanced stage and live wind-tunnel test is currently underway. Scope that will be fully defined within future FBC (currently forecasted for the October 2021 CEG). Construction ITT package published on 27 May 2021 to four short-listed Contractors; planned tender return was 30 July 2021 but has now been extended to 5th October 2021 at the request of suppliers. Formal planning process progressing.

19.7.2. ***Change Control Request GCC/CNN/WFWEOQ/011: Programme Revision Rev 9.0 recommended by CEG 28/10/2021 for approval by Cabinet 7/12/2021.***

19.8. Inchgreen Project (IC) (Green)

- 19.8.1. The £9.4m City Deal funded Inchgreen Project is a regeneration project providing utilities and works at the Inchgreen deep-water quay and the surrounding industrial land. The 10.77 ha 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. The Strategic Business Case sets out plans to deliver a site for multiple users with an emphasis on marine engineering or marine related activities. Peel Ports and the Council have entered into a Joint Venture. Positive discussions continue with 3 potential end users for the project. The Outline Business Case was agreed by Cabinet on the 1st June 2021. In terms of project progress, work is continuing on the tender and required approvals with the aim of submitting the FBC by the end of 2021. Exchanged Heads of Terms with Scottish Salmon. The project may acquire additional land which will facilitate more jobs on site. Procurement route will be through Peel Ports however community benefits will still be sought and reported through Cenefits in the future. ***The project is progressing well but it is expected that the FBC will be submitted early 2022.***

19.9. Ocean Terminal (IC) (Amber)

- 19.9.1. The £14.1m City Deal funded Ocean Terminal Project aims to provide a new Cruise Line Terminal including a berthing facility, state of the art visitor centre, gallery and restaurant to boost the number of cruise ship passengers welcomed to Scotland through the facility operated by Peel Ports. It is estimated that over 150,000 passengers could pass through Greenock Ocean Terminal delivering £26 million in annual visitor and crew spend to the Scottish economy. All legal agreements have been revised simply to reflect the revised longstop dates. In terms of progress, the marine works are now complete, and subject to minor snagging. The certificate of practical completion was issued in September 2020. A large vessel has tested the infrastructure associated with the floating pontoon ready for cruise vessels to dock. Following the successful test and the recent easing of Covid-19 restrictions the Greenock Ocean Terminal has received several cruise ships with many more booked for coming weeks.
- 19.9.2. Land based works have commenced in the previous reporting period following the appointment of a new contractor and they are continuing well. Since the previous contractor for the terminal building entered administration, the Council has considered the impact of Covid-19 on this project. The host Committee remain supportive of the project. The tender process is complete, reported to committee and can be delivered within the approved cost plan. All legal agreements have been revised simply to reflect the revised longstop dates. Covid-19 has had a significant effect on the number of passengers visiting the Metropolitan City Region however, given the number of boats (105 boats) booked to visit Greenock in 2021, which is well ahead of our anticipated programme, the authority remains confident that the overall number of cruise passengers will be achievable. Land based works have commenced in the previous reporting period following the appointment of a new contractor and they are continuing well, they have met some challenges in respect of ground conditions however this has now been resolved. Work progressing well on site and the marine based works are in

operation with multiple cruise liners successfully docking in Greenock. Success has led to discussions about Greenock possibly becoming an embarkation port which would increase the benefits for Inverclyde and the wider city region. Slight delay forecast on construction - up to 8 weeks additional. Will not have impact on cost. Change Control Request will be submitted once programme confirmed. **Contractor is on site and making good progress. There will likely be discussions on timescales due to challenging ground conditions.**

19.10. Inverkip Project (IC) (Amber)

- 19.10.1. The £3.3m City Deal funded Inverkip Project involves upgrading of key transport network capacity on the A78 at three locations in and around Inverkip, the development of a new commercial and residential district and the regeneration of vacant and derelict land. The impact of COVID-19 has been considered by both the Council and Scottish Power and both remain supportive of the project, revised Heads of Terms have been developed with a view to IC delivering the Main Street Inverkip junction with Transport Scotland direct and Scottish Power delivering the Brueacre junction.
- 19.10.2. The project will be submitted in two elements focussed on a) Main Street and b) Brueacre. COVID-19 has had a significant impact on this project and Change control sheet will provide updates on project milestones in due course once this impact is fully understood. Iberdrola have now committed to the project to tender stage, consultants have been engaged to refresh the roads design and the planning permission in principal, however these are progressing slower than anticipated. Design issues have now been resolved which include a signalised junction at Main Street and Harbourside, and a signalised roundabout adjacent to Brueacre. **Meetings are ongoing with Scottish Power (part of the Iberdrola group) and there are ongoing discussions on the procurement route with the aim of progressing the OBC and delivery of the junction.**

19.11. A8/M8 Corridor Access Improvement Project (NLC) (Green)

- 19.11.1. The £6.6m City Deal funded A8/M8 Corridor Access Improvements Project will deliver a new junction to link the A8 to strategic employment sites at Mossend and Carnbroe, (Orchard Farm Roundabout) and a park and ride/share (Eurocentral: Park & Ride/Share) at a location off the M8/A8. Both project components aim to enhance connectivity and improve employment and business access to key strategic employment sites from Newhouse to Bargeddie.
- 19.11.2. In terms of progress, the scope of the Eurocentral Park and Ride (EPR) is being reviewed to examine the potential for the current scheme to be expanded from a park and ride to a low carbon hub with consultants now appointed to carry out a feasibility study. This study **will** outline high level costs and the feasibility of Eurocentral and the specific site for a low carbon hub, taking account of the future of travel (including the impact of Covid-19). Systra has been appointed to carry out the feasibility study, based on a STAG aligned approach, will be undertaken in two distinct parts. It is intended that the Option Appraisal and Feasibility Study (STAG PART 1 Appraisal) will be finalised during October 21 and (STAG PART 2 Appraisal) over Q3 21/22. Transport Scotland has been involved in the development of the scope for the feasibility and support the approach adopted. STAG PART 1 was paused to await the outcome of the Management Motorways Study as recommended by Transport Scotland (TS). Subject to the findings of the STAG PART 1 and internal approvals, NLC would bring forward a proposal to expand the existing scope and would evidence funding sources and potential benefits. If approved, an OBC would be developed to support and seek approval for a Low Carbon Hub. Discussion with Stakeholders is ongoing. Contract documentation is being reviewed in order to appoint consultants to design, project manage and contract administer the park and ride/low carbon hub proposals.
- 19.11.3. Substantial Progress has been made with regard to the Orchard Farm Roundabout, with OBC preparation underway. This project comprises a contribution to the construction of the junction/roundabout by the developer through a funding agreement which will set out the milestones for the delivery of the Mossend International Railfreight Park (MIRP) and conditions of funding. The City Deal element of the project provides a £2m funding contribution to the construction of the junction/roundabout only. A £8-10m funding gap has been identified for the overall MIRP infrastructure and further discussions are required with the developer and Scottish Enterprise (SE) to understand how this can be addressed. A steering group has been established with P.D Stirling, NLC and Scottish Enterprise to share information, to examine the case for intervention and to address the funding gap around the wider infrastructure for MIRP and prepare the OBC.
- 19.11.4. In terms of progress, the junction/roundabout has secured planning approval and the developer is preparing detailed work packages, programme and costings. The milestones for Orchard Farm roundabout sub project continue to presume that reasonable engagement and agreement is made with the Developer.

19.12. Gartcosh/Glenboig Community Growth Area Project (NLC) (Complete)

- 19.12.1. The £6.2m City Deal funded Gartcosh/Glenboig Community Growth Area Project involved the construction of a new link road from Glenboig to Gartcosh Business Park and the upgrade of existing road infrastructure, to provide a link road of local distributor road standard between Glenboig and Junction 2A of the M73 Motorway. Contract 1, Contract 2 and Contract 3 are complete with the final account for Contract 3 has now been settled. Scottish Water main diversion works are now complete. The final aspect of work to be completed is remedial works identified by Scottish Water at the SUDS basin before this can be vested. NLC works have been completed with the remaining works to be progressed by the developer. Ecological monitoring of mitigation measures (5 years monitoring) for the new link road continues.

19.13. Pan Lanarkshire Orbital Transport Corridor Project (NLC) (Green)

- 19.13.1. The £215.7m City Deal and NLC funded Pan Lanarkshire Orbital Transport Corridor Project focuses on improving orbital and Pan-Lanarkshire connections across the City Region with the aim of realising opportunities for commercial and housing development at the Ravenscraig site. Project consists of 3 components:
- The Ravenscraig Infrastructure Access (RIA) seeks to improve access from: the M74 into Ravenscraig with a new dual carriageway and new road crossing of the West Coast Main Line railway; and from Ravenscraig to the M8 through 3.4km of dualling of the existing A723/B799 from Merry Street / New Craig Road roundabout and a new footbridge at Legbrannock. The RIA OBC was approved by Committee on 27th August and GCRCD Cabinet on 6th October 2020. In terms of progress, the planning application for the new dual carriageway road from Ravenscraig to Motherwell incorporating the WCML crossing has been **approved** (in September 2021) and GRIP Stage 4 with Network Rail and BAM Nuttall have been completed. Committee approval has been secured to award GRIP 5 and 6 (detailed design and delivery) and subject to Planning consent and other approvals and **subject to FBC approval (FBC to be submitted in Feb 22)** to will be submitted in November 21 and enabling works will commence in Spring 2022. Continuation of negotiations with owners and occupiers of land required for the WCML - first acquisition completed of tenanted trading park with negotiation with tenant ongoing, second main acquisition approved at committee in May **and** settlement followed in Q2. Significant progress made to reach settlement with majority of tenants at trading park, **constructive** discussions ongoing with remaining major land owner. **Council approved (Nov 21) the making of a CPO for RIA South.** Preparation of documentation and reports to support future Council decision to make CPO for RIA South. Attendance at meet the buyer event. Continuation of land assembly for RIA North for plots not requiring CPO and where low value and with minimal or no holding costs. At end of Q2 the project is progressing to programme. Agreement of procurement strategy for WCML crossing with Network Rail and preparation and issuing of tender documents to Network Rail framework contractors. All parties are continuing to work towards the planned track closure in early 2023 with offline works to pre-fabricate the bridge structure commencing 9 months prior. The change to FBC and commencement date has no impact on programme for either the delivery of works under this specific phase or the project overall - as a result the RAG status remains "green".
 - The East Airdrie Link Road seeks to provide a new and more direct north-south route between Cumbernauld and the M8, forming the northern half of the Orbital Transport Corridor. On 29 January 2021, the Cabinet Secretary for Health and Sport approved that the new state of the art digital University Hospital Monklands would be located at Wester Moffat, east of Airdrie. It was the intention of the Monkland Replacement Hospital (MRP) team that an OBC is submitted to the Scottish Government later in 2021. A change control (EALR CC 2) has been submitted to revise future milestones. The OBC will be submitted Q4 (March) 22/23 (previously Q4 Feb 21/22) and the FBC submitted Q3 (November) 24/25 (previously Q4 Feb 23/24). This has had an impact on the commencement of the construction works which is now anticipated to take place in Q4 (March) 24/25 and completing in March 2027 (Q4 26/27) rather than September 2026 (+6 months). Stage 2 stakeholder engagement is now complete. Collation and review of Stage 2 feedback is completed. Finalisation of Stage 2 report is progressing. Liaison continues with NHS Lanarkshire over the alignment of the EALR in relation to the proposed Monklands Replacement Hospital within their preferred site at Wester Moffat. Land access agreements for ground investigation works progressed. Ground Investigation tender has been awarded for Revision of Ground Investigation scope and has commenced covering realigned route within Wester Moffat site and Ecology surveys undertaken. Next quarter will focus on: procurement of professional services commission for Stage 3 onwards (based on preferred route); continue ongoing liaison with NHS

Lanarkshire; continue development of MOU for partnership working with NHS Lanarkshire; procure Topographical survey of preferred route; provide public update of Stage 2 to include SEA information and seek feedback and; commence engagement with landowners (following their Stage 2 feedback).

- Motherwell Town Centre Interchange Project seeks to upgrade and reconfigure the infrastructure around Motherwell train station to improve access and better facilitate intermodal passenger transport. The design has been developed in consultation with Scotrail, who are upgrading Motherwell Station, to ensure an integrated design and delivery programme. This forms part of the wider Motherwell Station Redevelopment project and with which our City Deal project is interdependent. The impact of programme delays incurred during Phase 2 has become clear and this has informed revised programming for the Muir Street interchange works carried out by NLC. Phase 3 of the station works has now commenced. NLC procurement for Muir Street contract has been undertaken. Priorities for the upcoming quarter include obtaining FBC and internal approvals to appoint the recommended contractor for Muir Street, finalising integrated programme discussions with ScotRail, concluding land access requirements and other mobilisation tasks ahead of works site start in January 2022. ***Muir Street FBC has obtained approval and secured committee approval to appoint the recommended contractor (Balfour Beatty) for Muir Street, priorities now include finalising integrated programme discussions with ScotRail, concluding land access requirements and other mobilisation tasks ahead of works site start in January 2022.***

19.14. Clyde Waterfront and Renfrew Riverside Project (RC) (Green)

- 19.14.1. The £90.6m City Deal funded Clyde Waterfront and Renfrew Riverside (CWRR) Project consists of a new “opening bridge” in the location of Meadowside Street, Renfrew linked to a new road network which links to Dock Street in the north and the new Renfrew North Development Road (RNDR), to the south. The RNDR will run between Meadowside Street, and Argyll Avenue Renfrew to link with Inchinnan Road. The roads and bridge will include provision for walking and cycling and will enable improved public transport links. ***GRAHAM Construction (the Main Contactor) is continuing with additional site investigations which commenced on site in September 2021, it is envisaged that test piles will also be undertaken prior to Christmas 2021. The programme is being developed with GRAHAM in parallel with design considerations. An Elected Member briefing for West Dunbartonshire Council has been scheduled for 15 December 2021.***

As previously reported a consultant was appointed to explore the opportunity to dispose of dredged material offshore or within Lobnitz Dock, have engaged with Marine Scotland (MS) to explore options for cost savings on project. A ***licence has now been approved by Marine Scotland for offshore disposal of arisings. The Project Team are also looking at extending the current licence to align with the developing programme.*** CWRR Owner Controlled Insurance Programme - AON have completed negotiations on behalf of RC and have now secured 100% insurance cover ***for the OCIP. Documents have been finalised to align with the start of works covered by the insurance, which is now in place.***

19.15. Glasgow Airport Investment Area Project (RC) (Green)

- 19.15.1. The £39.0m City Deal funded Glasgow Airport Investment Area (GAIA) Project includes realignment of a section of Abbotsinch Road between a point north of Arran Avenue and the existing A8 Inchinnan Road to the west of the existing Bascule Bridge. The project also includes a new vehicular bridge across the White Cart linking the industrial and commercial sites with the realigned Abbotsinch Road and new cycle and pedestrian links between Paisley and Renfrew Town Centres, Inchinnan Business Park, AMIDS and the complementary CWRR project. Progress continues to be made on site which includes ***works on the new 'Wright St Bridge', including kerbing and footways/pavements, lighting columns and utilities. Wills Bros are currently installing new utility services and the bridge deck on the Black Cart Cycleway Bridge and next steps will include construction of new footways / cycleways and associated road crossings which connect to the bridge. Traffic is now using a section of the new re-alignment from the A8 junction to the North Roundabout and, thereafter, back on to the existing Abbotsinch Road, via the airport link road. Works continue on the main realignment with a view to completion in the coming months. Service diversions continuing along new realigned road and the existing Abbotsinch Road. Footway/carriageway surfacing and lining continues to be progressed along the realigned road, from north roundabout to central roundabout.*** A Change Control (GAIA-CR005) requesting approval of a ***January 2022*** programme completion date ***was approved by CEG on 27 October.***

19.16. Cathkin Relief Road (SLC) (Green)

- 19.16.1. The **£16m** City Deal funded Cathkin Relief Road Project has delivered a new 7.3m wide carriageway between the junctions of Cathkin Bypass/Burnside Road and Fernhill Road/Croftfoot Road/Blairbeth Road with a 2m wide footway on the south side and a 3m wide combined cycleway/footway on the north side of the carriageway, with the cycleway tied to existing cycle routes in the area. Wider infrastructure improvements to lock in the benefits of the main scheme were scheduled for completion in 2019/20, however these works were not concluded due to Covid-19. Remaining complementary works have now been completed. Revised timescales and legal implications have been now assessed / discussed with legal colleagues and inspections arrangements confirmed with H&T colleagues. The publishing of the Noise Assessment Report which would identify properties eligible for noise insulation and trigger the next steps in the Land Compensation (Scotland) Act Part 2 legal process was suspended due to Covid19. Noise Assessment Report now published and next steps are now underway including assessment of costs. **Offers have been made to 23 properties with 9 accepted to date.** Overall outturn remains £16.0m and to date SLC has spent around £14.7m leaving circa £1.3m for remaining noise insulation / compensation claim / monitoring etc.

19.17. Greenhills Road Project (SLC) (Amber)

- 19.17.1. The £29.3m City Deal funded Greenhills Road Project involves the widening to dual carriageway of the existing A726 from Calderglen Country Park to the Torrance Roundabout and of Greenhills Road from the Torrance Roundabout westwards to the access to the Langlands development. The works involve the realignment of existing roads, new and upgraded junctions, new walking and cycling infrastructures and new street lighting, with opportunities taken, if possible, to lock in benefits of the scheme to the wider area. It also includes the introduction of bus infrastructure measures at key locations along the route length, and the improvement of existing junctions along the route length. In addition, the scheme will also support the provision of enhanced active travel infrastructure. The project was on schedule for substantial completion during summer 2020. The current programme has a planned substantial completion of **December 2021** but material supply, Covid-19 and logistics contributing to these significant delays. **Some** landscaping and other associated works will extend beyond that date **the completion date** and into the planting season later this year. Significant Covid-19 related costs are under discussion and we continue to work with Wills Bros to better understand and minimise these direct and indirect costs. Project outturn scenarios are being discussed. The financial situation is being assessed. Risks will remain on this project as the industry responds to Covid-19. Significant issues over availability of materials and public utility co-ordination remain in addition to the 'normal' risks associated with a project of this nature.

19.18. Stewartfield Way / East Kilbride Sustainable Transport Capacity Enhancements Project (SLC) (Amber)

- 19.18.1. The £62.2m City Deal funded Stewartfield Way Project is designed to enhance the transport network and free up capacity to allow economic development at associated sites in the area. The scope of the project is focussed between the junction with the A726, Glasgow Southern Orbital, to the junction with the A725 trunk road, east of Whirlies Roundabout. The project has undergone further development taking into account: review of project costs, Green Book compliance, National Transport Strategy, consideration of community consultation and emerging climate emergency issues. The project comprises the following key elements: (1) dedicated / segregated cycleway / walkway along the full length of Stewartfield Way linking into key business, facilities and attractions along the route, (2) accelerated East Kilbride Active Travel Plan, (3) proposals to relieve and manage existing traffic congestion at the Philipshill end of Stewartfield Way (4) enhanced bus infrastructure, including lay-bys, shelters, raised kerbs and real time information along the Stewartfield Way corridor, (5) facilities for low-carbon transport via the provision of Electric Vehicle Charging Infrastructure (6) proposals to relieve and manage existing traffic congestion around the Kingsgate / Mavor Avenue corridor and provide increased capacity to cater for future growth and (7) Reduce the proposed dualling to only the section between the James Hamilton Heritage Loch junction (at the eastern end of Stewartfield Crescent) eastwards to the Kingsgate/ roundabout and retain the proposal to widen the existing dual carriageway between Kingsgate and Mavor Avenue roundabouts. The augmented / review SBC was considered and approved by CEG on 19 May 2021 and Cabinet 1 June 2021. No significant Covid19 delays been encountered in terms of progress on this project to date, however programme timescales may require to be extended to allow greater time to fully consider the impacts of changing / evolving Covid19 related travel demands and potential phased delivery of elements. The milestones have been updated as follows: Completion / Approval of augmented SBC Spring 2021, Completion / approval of OBC around **Summer 2022/23**, Detailed project development work between **Summer 2021** to 2024, Planning consents / other approvals between Spring 2021 to 2024, Completion / approval of FBCs between **Winter 2022** to 2024, Phased

Procurement between Summer **2022** to Winter 2025, Phased Construction between 2022 to 2025, Project Monitoring ongoing to 2035. These dates are **under constant** review.

19.19. Community Growth Areas (SLC) (Green)

- 19.19.1. The £60.3m City Deal funded Community Growth Areas (CGAs) are located in Newton, East Kilbride, Hamilton and Larkhall. The CGAs represent strategic housing land releases in South Lanarkshire that could accommodate up to 7000 units. The projects aim to deliver new education/ community facilities, road improvements, junctions, park and ride facilities and sustainable transport routes (walking and cycling). Covid-19 restrictions have impacted upon a number of CGA subprojects.
- Hamilton CGA. Three sub project elements have now been completed on time, to budget and are fully operational, delivering economic benefits.
 - Highstonehall Road Upgrade Works has provided access to the CGA and supporting the development of an estimated 167 new houses to date within the western edge of Hamilton which are now being populated. The project was completed on time and to budget and is currently fully operational providing access to an area of the CGA to encourage earlier development.
 - The Strathaven Rd/ Woodfoot Rd Transport Corridor sub-project is currently fully operational providing access is providing access for an estimated 362 new housing units to date within the CGA to transport hubs in the centre of Hamilton and links to Glasgow and beyond.
 - The Woodhead Primary School Extension sub-project is providing local education facilities within walking distance of the CGA. The project is fully complete and operational. It is estimated that the school will help to secure 340 new houses over the lifetime of the project with housing completion numbers already ahead of schedule.
 - Larkhall CGA.
 - The Lanark Road M74 Signalisation sub project has seen the commission for the design of the revised junction and design checks on the existing overbridge have been completed and the contract awarded. Engagement with Transport Scotland continues, and a Memorandum of Understanding with TS requires to be agreed prior to tender issue. The survey works on bridge re the capacity for expansion and greater traffic concentration has now been completed and it is anticipated that a tender will be issued and returned by March 22. All desktop design and planning works continuing.
 - The Glengowan Primary School Extension project FBC was approved at the end of July 2021. The project construction contract has been awarded and the contractor (Galiford Try) commenced work at the site in October 2021 with completion anticipated to be in June 2022. On site delivery phase and progress and community benefit delivery will be reported on a quarterly basis through PSR's.
 - The Larkhall Nursery Extension Change Control Request (210623_SLC_CH0016, MA ref no.: CGA-L-GGE-CCN03) approved by the CEG on 29/07/2021. The community benefits being realised from this project will be reported in the Glengowan PS Extension PSR.
 - Newton CGA. The combination of the four Newton CGA interventions; Westburn Roundabout, Newton Farm Primary School, Sustainable Transport and Newton Park & Ride is reducing risk and providing greater confidence in an investment return for housing developers, enabling development within 14 years compared to the 22-year timeline in the absence of intervention.
 - Newton Farm Primary School was completed on time and within budget providing a key selling point for the new housing development. Demand for school places has been greater than anticipated with its popularity attracting families with children to the CGA and supporting the faster than planned development of the housing delivery. The school has been a popular choice for families particularly with the nursery and community wing all in one location. An extension to increase the number of classrooms has been tendered. ***This additional development is needed to support the high number of placements and house purchases by families with children at primary age due to the attractiveness of the school to house buyers.***
 - Newton Park and Ride Phase 2 was completed on budget and was running at an average of over 90% occupancy prior to lockdown. The project was completed in 2017 and has proved so popular ***with residents out with Newton CGA.***
 - Following some delays due to poor utility provider performance, the Westburn Roundabout project was completed and opened at the end Jan 2019, enabling housing developers to

deliver the full site capacity of 1,500 units, as opposed to the planning maximum of 1,212 without this enhancement. The cost overruns associated with utilities are significantly higher than estimated and steps are being taken to recover these from SPEN.

- East Kilbride CGA. The Jackton Primary School involves the creation of a new 18 classroom school with associated accommodation including a synthetic pitch and separate toilet block. The project has progressed to tender return stage (Hub South West procurement route) and meetings with the consortium of housing developers are taking place to confirm their development and sales strategy as we move forward. **Any further** alterations to the Jackton PS project timeline will be the subject of a Change Control Request. The developer started work at EK late 2019 on putting in infrastructure with the intention of having houses ready for occupation in late 2020. This was delayed due to Covid-19, however work is underway on infrastructure provision and homes are now being completed on site. The final business case for Jackton PS is planned for submission to the PMO in **December 2021**. At present these are planned dates and will be subject to review once the retendering exercise for the school has completed. **Acceptance of the initial tender return in April 2020 was unviable in the Covid-19 lockdown climate.** Delivery of project impacted by delays incurred by developer consortium who are providing site infrastructure including road and utilities connections to the new school site. School opening now estimated to be August 2023 (12-month delay).

19.20. Exxon Site Development Project (WDC) (Amber)

- 19.20.1. The £27.9m City Deal funded Exxon Site Development Project will see completion of extensive enabling works at the former oil terminal at Bowling to support the development of the area for commercial and industrial use with works including: 1.95km of new spine road with associated drainage and lighting infrastructure; 1.32km of upgraded existing public road (A814); a new junction on the A82 at Dumbuck with closure of the existing junction; a remodelled junction on the A82 at Dunglass; an enhanced routing of 475m of the National Cycle Network Route 7 in the vicinity of the site; a new underpass of the Glasgow-Dumbarton Railway at the western access to the site; a remodelled railway overbridge at the eastern access to the site; 2ha of public realm created and a further 27ha of public realm enhanced; flood mitigation works; environmental mitigation works (but not remediation); site drainage works; and establishment of platforms for development across the site. Collectively these improvements are expected to result in 25ha of land with reduced flood risk and 19ha of vacant and derelict land brought back into use. The project will also deliver 25,500sqm of storage/distribution floorspace, 9,900sqm of industrial floorspace, and 7,860sqm of business floorspace. Following the CCR 200925_WDLC_014 (MA ref no. 001), by the CEG on 26/11/2020, the proposed dates below have been approved. The project remains on programme to be completed by 2025 despite some variance in the dates as set out in the SBC. The changes in dates are as a result of the protracted negotiations with Exxon in reaching commercial terms for the exchange of the site. This was largely driven by the demands of reaching a suitable environmental remediation strategy between Exxon and the regulator for this former industrial site. Construction works are due to commence in 2022. Missives have been exchanged between Exxon and West Dunbartonshire Council for the proposed development site which will come into full ownership of West Dunbartonshire Council upon the completion of Exxon's land remediation works. This is a major milestone for the project and allows greater certainty on program going forward. Exxon and their chosen contractor DEC have now (Q1 21/22) begun their ground remediation works on site which will continue to Q3 23/24. The Planning Permission in Principle application for the Exxon project was approved at the Planning Committee on 13 January 2021 and a number of the planning conditions are being progressed with our consultant advisors. The condition attached to Dunglass Castle has been progressed with the condition survey nearing completion taking in the castle, house and Henry Bell Obelisk. **A detailed condition survey has been received indicating high to low priorities of works required for the castle, house and Henry Bell Obelisk.** A briefing document has been produced and agreed with our chosen contractor Balfour Beatty **and appointment should take place in November 2021** to allow the detailed design works to commence and the full construction program to be developed. Asset Management are continuing to progress the transfer of the land required to deliver the project works by agreement with a number of third-party landowners. Agreements in principle **have been reached with third party landowners for access but this requires confirmation of the detailed design to be annexed to any written agreement. Land acquisition discussions are ongoing with third party landowners, various offers have been made on the current value by WDC agents and are progressing to take these indicative offers to Committee for approval.**

19.21. Airport Access Project (Amber)

- 19.21.1. The Glasgow Airport Access Project was one of the two Regional Projects of the Glasgow City Region City Deal (GCRCD), but a decision was taken by the Cabinet to pause this and undertake a Metro Feasibility Study (MFS) for a comprehensive transport solution which could galvanise support for improved inter and intra-regional connectivity. Metro will be targeted at improving connectivity whilst contributing to the City Region's ambitions to improve the health and wellbeing of its people by delivering an inclusive, net zero and climate resilient economy.
- 19.21.2. The multi-disciplinary team, led by Glasgow City Council, has been working closely with key stakeholders to reflect on and develop a common definition/aspiration is for the Metro and what it can deliver for the City Region. To date the MFS project team has been supported by benefit in kind contributions from GCC, NHS and Glasgow Airport. Monthly budget updates with the GCC City Deal Finance Manager take place.
- 19.21.3. The Feasibility Study approach has been to adopt from a fresh perspective the imperatives for a shared understanding of key regional and national strategies, to consider a Metro infrastructure investment first and foremost. This can act as the catalyst for environmental, sustainable and economic benefits, greater social inclusion and equality that an integrated transport solution can deliver. A Glasgow Metro provides an opportunity to offer a step change in life chances for communities stymied by the greatest inequality challenges caused by unaffordable, unreliable and poorly connected local public transport. Metro will be targeted at improving connectivity and accessibility whilst contributing to the City Region's ambitions to improve the health and wellbeing of its people by delivering an inclusive, net zero and climate resilient economy.
- 19.21.4. ***The Metro Feasibility Study has from the outset sought to avoid duplication or developing 'new' objectives - instead endeavouring to ensure alignment with those currently in development and ensuring consistency with national, regional and local plans. A strong collaborative approach has been developed to share and adopt evidence-based analysis, research and scenario modelling as well as agreeing the impact assumptions of behaviour change and technology arising from the immediate pandemic recovery plans. Consequently, the Metro Feasibility Study focused on four key areas: an Economic Narrative, a Transport Governance and Operating Model Options, a Metro Guiding Principles document and a Land Value Capture Pilot Assessment.***
- 19.21.5. ***Draft reports on the Economic Narrative and Transport Governance and Operator Model Options have been prepared by Jacobs, with stakeholder engagement ongoing to support the final reports. Engagement with regional partners and the Metro Strategic Advisory Group supported the Steer Group to develop a Guiding Principles document on the ambitions and objectives for the Glasgow Metro.***
- 19.21.6. E-Rail Ltd will undertake a third accelerated work package on an early stage evaluation study into land value capture. ERail's initial review on the opportunity for land value capture mechanism has been completed. A Glasgow City Region Greenprint for Investment prospectus was launched in September 2021 which included a case study reference for the MFS.
- 19.21.7. ***The Metro Feasibility Study has throughout the process worked closely with Transport Scotland to reflect on and develop a common definition and aspiration for the Metro and what it can deliver for the City Region. The study continues to engage across the many evolving strategies, interventions and policies that are being developed, including the Bus Partnership Fund, the fourth National Planning Framework, Clyde Mission, Climate Change Plan Update, and modal shift targets. Collaborative work continues to align these programmes to the future ambitions of a Metro Network and transformation opportunities for the City Region.***
- 19.21.8. ***As an example, the recent consultation publication of the draft fourth National Planning Framework sets out a vision for how places will change in the future and how the approach to planning and development will help achieve Scotland's net zero and sustainability ambitions, with Glasgow Metro amongst the proposed national developments. In addition, opportunities continue to be explored as to how the Glasgow Bus Partnership's work around strategic corridor can act as a pre-Glasgow Metro intervention to support and evidence the incremental benefits needed for the wider ambition and benefits of Metro.***
- 19.21.9. ***As an example, the recent consultation publication of the draft fourth National Planning Framework sets out a vision for how places will change in the future and how the approach to planning and development will help achieve Scotland's net zero and sustainability ambitions, with Glasgow Metro amongst the proposed national developments. In addition, opportunities continue to be explored as to how the Glasgow Bus Partnership's work around***

strategic corridor can act as a pre-Glasgow Metro intervention to support and evidence the incremental benefits needed for the wider ambition and benefits of Metro.

- 19.21.10. **The level of engagement work across all key stakeholders, including SPT, the Metro Strategic Advisory Group and its individual members, the Transport & Connectivity Portfolio Group, continues to help inform the outputs of both the Metro Feasibility Study and the Glasgow Metro Strategic Business Case from Transport Scotland.**
- 19.21.11. **The initial focus of developing proposals for the Metro Network is to ensure the Region's ambition of an integrated transport offer, through multi-mode interchange points, matches the scale of the evidenced opportunity the Metro can deliver as outlined in the STPR2 Phase 1 report published in February 2021. The recent UK Government announcements for additional regional transport investments in areas of England, further highlights the importance of securing strong support and recommendations for a Glasgow City Region Metro intervention from STPR2, to promote Regional competitiveness to enable the transformational opportunities across the Region**
- 19.21.12. **The development of the Local, Regional and National Transport Strategies continue to progress to evolving timelines. The publication of STPR2 draft recommendations is anticipated in January 2022. Both the Regional Transport Strategy and Local Transport Strategy for Glasgow City Council timelines are likely to report into Spring 2022. The Feasibility Study will continue to engage to align to these transport strategy developments to ensure these statutory outputs incorporate the assessment and appraisal opportunities for the Glasgow Metro aligned to the ambition for the City Region.**
- 19.21.13. **The Metro Feasibility Study submitted a successful joint funding bid (with Public Health Scotland) for maximising the health, wellbeing and economic benefits generated by Glasgow City Region's Capital Investment Programme. This will involve the development and trial of a bespoke Capital Investment Health Impact Assessment toolkit which will determine the health and wellbeing impacts which should be considered in any future Metro project delivery.**
- 19.21.14. **Case study references for the Glasgow Metro have also been developed and incorporated within the [Glasgow City Region Greenprint for Investment prospectus](#) and the [Glasgow Green Deal Roadmap](#).**

19.22. Employment Projects Working Matters

- 19.22.1. The Working Matters Successor Project concluded on 31 July 2020. On the 8th December 2020 the Cabinet agreed the payment of the Working Matters Successor Project grant payments due for financial years 2019/20 and 2020/21 (until 31 July 2020) and the allocation of the small amount of used DWP grant to the 7 Member Authorities who participated in the Working Matters Successor Programme.
- 19.22.2. The final grant claim for the Working Matters project has been signed off and submitted to the Department for Work and Pensions (DWP). The final statement of grant expenditure for the project is set out in the table below:

Working Matters Grant Spend by Year	
Year	Amount (£)
2015/16	508,931
2016/17	1,215,218
2017/18	1,437,677
2018/19	802,162
2019/20	376,665
2020/21	180,575
Total	4,521,228

- 19.22.3. The £4.5m grant from the DWP was utilised in full and matched by £4.5m of investment from the 8 MAs. Subject to review by DWP the programme is now complete.

20. CITY DEAL ANNUAL IMPLEMENTATION PLAN UPDATE

20.1. Annual Implementation Plan Status

20.1.1. The Annual Implementation Plan, which was approved by June Cabinet, sets out all of the activities which will be completed by the Programme Management Office and the Support Groups throughout 2021/22 to support the delivery of the City Deal Programme and to ensure compliance with the Assurance Framework and Grant Offer Letter (GOL). Monitoring of the AIP is a condition of the GOL. A brief update on the progress which has been made with each action in the AIP and the status for each action is included at Appendix 11 with updates for the period marked in bold italic font.

20.1.2. The table below provides a summary of the status for the City Deal and RES actions.

Table 2: AIP Status Summary as at 18/11/21

SUMMARY	City Deal Actions		RES Actions		All Actions	
Red	0	(0%)	0	(0%)	0	(0%)
Amber	4	(8%)	0	(0%)	2	(7%)
Green	23	(46%)	9	(100%)	32	(54%)
Complete	17	(34%)	0	(0%)	17	(29%)
Superseded	0	(0%)	0	(0%)	0	(0%)
Future	6	(12%)	0	(0%)	6	(11%)
	50	100%	9	100%	59	100%

20.1.3. Monitoring shows that:

- All 9 actions within the AIP relating to the Regional Economic Strategy, all are Green.
- Of the **50** City Deal actions within the AIP, the majority are progressing as planned, 17 have already been completed. Four actions are no longer expected to be completed within the approved timescales or are encountering issues with their implementation (Amber status). No actions are at Red Status.

20.1.4. The CEG has approved revised dates are set out in the table below.

Table 3: Proposed Revised Timescales

Ref	Theme	Action	Approved Timescale	Proposed Revised Timescale
6.0	Com. Benefits	Complete Cenefits Data Protection Impact Assessment (DPIA)	Oct-21	Dec-21
12.0	Finance	Preparation and submission of PMO Annual Accounts 2020/21.	Dec-21	Feb-22
13.0	Finance	Preparation of Annual Statement of Grant Usage for the Employment and Skills Programme. Assessment and review of all grant claims.	Jul-21	Oct-21
30.0	Audit	1 st assurance audit report from 2021/22 audit plan – Business Continuity and Resilience	Oct-21	Dec-21
31.0	Audit	2 nd assurance audit report from 2021/22 audit plan – Change Control and Contract Management Arrangements	Oct-21	Feb-22
32.0	Audit	Follow Up Report (progress of previous audit recommendations)	Oct-21	Dec-21
34.0	Audit	3 rd assurance audit report from 2021/22 – Equality Impact Assessments	Feb-22	Apr-22

Appendix 1: PROJECT STATUS UPDATES

Table below provides a summary for each project's status. Detailed definitions for Red (R), Amber (A), Green (G), Complete (C) and Future (F) status are provided in the report endnotes. Status and dates shown in ***bold italics*** have changed from the previous PMO report following approval of a submitted Change Control Request (for status) or notification to the PMO of a change to FBC submission dates. Where a Project element reports at Amber, an explanation of the related issue(s) is provided in the individual Project update section.

In purple are the changes presented at Q2

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved FBC dates	End of construction
INFRASTRUCTURE PROGRAMME											
East Dunbartonshire Council in partnership with Strathclyde Partnership for Transport and Glasgow City Council											
1. Place and Growth Programme		C	F	n/a		G	G	G	F	Jul 2023	Dec 2026
Bishopbriggs Relief Road/Westerhill Masterplan - BRR5/ Westerhill			F	n/a	F	G	G	G	F	no date	no date
			F	n/a	F	G	G	G	F	no date	no date
Bishopbriggs Town Centre Regeneration – Public Realm/ Business Incubation Space			F	n/a	F	G	G	G	F	no date	no date
East Renfrewshire Council											
2. M77 Strategic Corridor		C	C	n/a		A	A	A	A	various	various
Levern Works				C	C	C	C	C	G	18/08/2015	Aug 2016
Business Boost				C	C	C	A	G	A	30/11/2017	Mar 2019
Aurs Road Realignment				C	F	G	A	G	G	25/11/2021	Mar 2023
Balgraystone Road				C	C	C	C	A	G	28/03/2019	Apr 2020
New Railway Station and allied works				F	F	G	G	A	G	Sep 2023	Jan 2025
Levern Valley Link				F	F	A	A	G	G	Sep 2024	Nov 2025
Dams to Darnley Visitor Facilities				F	F	A	G	A	G	Dec 2022	Apr 2024
Glasgow City Council											
3. Canal and North Gateway		C	C	C		A	A	A	A	various	various
FBC1: Sighthill: Remediation (Contract 1)					C	C	C	C	C	15/12/2015	Nov 2017
FBC 2: Sighthill Remediation (Contract 2)					C	A	A	A	A	18/10/2016	Jan 2020
FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill					C	C	C	G	A	29/03/2018	Jul 2019
FBC4: NGIWMS					C	C	C	A	A	29/03/2018	Jun 2019
NGIWMS: Cowlairs Link					F	A	G	A	A	Aug 2022	Aug 2023
FBC 5: North Canal Bank Street / Landscape Link					C	A	A	A	A	29/05/2019	Apr 2020
FBC 7: Sighthill M8 Pedestrian Bridge					C	A	A	A	A	30/01/2020	Sep 2021
FBC 6: Speirs Lock: Garscube Toll & Links					C	A	A	A	A	28/11/2019	Jul 2020
Port Dundas: Dobbies Loan					F	F	F	F	F	Dec 2022	Dec 2023
Port Dundas: Pinkston Access and Remediation					F	F	F	F	F	Dec 2022	Aug 2023

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved FBC dates	End of construction
	Cowllairs: Remediation & Servicing				F	F	F	F	F	Aug 2022	Aug 2023
4. Collegelands Calton Barras						A	A	A	A	various	various
	Improving Public Transport: High St Station				F	F	F	F	F	Jan 2022	Sep 2023
	Meat Market Roads and Infrastructure				F	A	G	A	A	Jul 2022	Aug 2023
	FBC 2: Meat Market Site Remediation	C	C	C	C	C	C	C	A	30/06/2019	01/08/2020
	CBAP: Development Deficit Grant Scheme				F	F	F	F	F	Nov 2022	Jul 2024
	FBC 3: Junction Improvements				C	C	C	A	A	20/06/2019	18/04/2020
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1				C	C	C	C	A	24/05/2017	01/07/2018
5. City Centre Enabling Infrastructure Integrated Public Realm						A	A	A	A	various	various
	FBC1: Sauchiehall Street West Phase 1				C	C	C	C	A	01/12/2017	01/05/2019
	Block A - Argyle St West (M8-Hope Street) & Cambridge Street				F	A	G	A	A	Jan 2022	Feb 2024
	Block A - Argyle St East (Hope Street-Glasgow Cross)				F	F	F	F	F	Aug 2023	Jan 2026
	Block A - St Enoch's Square - Dixon Street				F	F	F	F	F	Aug 2023	Jan 2026
	Block A - Bath Street East-Cathedral Street				F	F	F	F	F	Jan 2025	Dec 2026
	Block A - Kyle Street - North Hanover Street				F	A	G	A	F	Aug 2022	Jul 2024
	Block A - New City Road - previously The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)				F	A	A	A	A	23/09/2021	Jun 2023
	Block A - Sauchiehall Street Precinct				F	A	G	A	A	Apr 2022	Dec 2023
	Block B - Holland Street/Pitt St	C	C	C	F	A	G	A	A	Aug 2022	May 2024
	Block B - Elmbank Street & Elmbank Crescent				F	F	F	F	F	Feb 2025	Nov 2026
	Block B - Glassford Street/Stockwell Street				F	F	F	F	F	Nov 2025	Jan 2028
	Block B - Broomielaw/Clyde Street				F	F	F	F	F	Feb 2026	Oct 2028
	Block C - Hope Street				F	F	F	F	F	Jan 2027	Dec 2028
	Block C - International Financial Services District				F	F	F	F	F	Jan 2027	Dec 2028
	Block C - St Vincent Street				F	F	F	F	F	Sep 2026	Oct 2028
	Block C - John Street				F	F	F	F	F	Jul 2023	Mar 2025
	Block C - George Street				F	F	F	F	F	Oct 2026	Dec 2028
	Intelligent Street Lighting				C	C	C	C	A	29/03/2018	16/06/2019
6. Metropolitan Glasgow Strategic Drainage Partnership						A	A	A	A	various	various
	FBC 1: Camlachie Burn				C	C	C	A	A	29/03/2017	05/07/2019
	FBC 2: Cardowan Surface Water Management Plan (SWMP)				C	C	C	A	A	02/08/2018	03/09/2019
	FBC 4: South East Glasgow SWMP				C	C	C	C	A	23/05/2019	Apr 2021
	FBC 3: Hillington/Cardonald SWMP- Phase 1 Moss Heights/Halfway Community Park				C	C	C	C	A	30/08/2018	03/05/2019
	Hillington/Cardonald SWMP - Ph 2				C	G	G	A	G	Dec 2021	Aug 2022

Project Name	Sub Projects											
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved FBC dates	End of construction	
	Hillington/Cardonald SWMP - Ph 3: Penilee				F	F	F	F	F	Nov 2021	Sep 2022	
	FBC 5: Garrowhill/Ballieston SWMP				C	A	A	A	A	29/08/2019	Nov 2022	
	Drumchapel SWMP				C	A	A	A	A	30/01/2020	Mar 2021	
	Cockenzie St SWMP				F	F	F	F	F	Feb 2022	Nov 2022	
	Fullerton Avenue SWMP				n/a	n/a	n/a	n/a	n/a	n/a	n/a	
	Eastern Springburn SWMP				F	F	F	F	F	Apr 2022	Feb 2023	
	High Knightswood/Netherton SWMP				F	F	F	F	F	Jun 2022	Mar 2023	
7. Clyde Waterfront West End Innovation Quarter		C	C	C		A	A	A	A	various	various	
Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm	F				A	G	A	A	Apr 2022	Dec 2023		
Develop. Econ. Role of GU - University Avenue and Campus Connections	F				F	F	F	F	Mar 2024	Apr 2025		
Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge	F				F	F	F	F	Oct 2023	Nov 2024		
Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link	F				F	F	F	F	Sep 2024	Sep 2025		
Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link	F				F	F	F	F	Jun 2022	Jul 2023		
Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge	F				F	F	F	F	Sep 2024	Oct 2025		
Investing in the Strategic Road Network to Unlock Development (M8 Jct19)	F				F	F	F	F	Feb 2024	Mar 2025		
GRID - Clyde Waterfront Innovation Campus: Site Remediation and Services Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 1	F				F	F	F	F	Aug 2023	Feb 2025		
Water Row Grant Award (Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 2)	F				A	G	A	A	Nov 2021	Jan 2024		
GRID - Clyde Waterfront Innovation Campus: Site Remediation and Services Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3	F				F	F	F	F	Aug 2023	Feb 2025		
GRID - Clyde Waterfront Innovation Campus: Access and Connectivity Developing the Economic Role of QEUH and Adjacencies - Access Improvements	F				F	F	F	F	Aug 2023	Feb 2025		
Developing the Economic Role of Yorkhill Hospital Site	F				F	F	F	F	Aug 2024	Aug 2025		
FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South)	C				C	C	C	A	29/03/2018	22/04/2019		
Water Row Grant Award (CGAP Development Deficit Funding – Commercial Floorspace 1)	F				A	A	A	A	Nov 2021	Oct 2022		
FBC 2: CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor)	C				A	A	A	A	20/06/2019	18/06/2020		
Access and Integrity of Waterfront The Briggait/Lancefield Quay	F				F	F	F	F	Apr 2024	Nov 2025		
Access and Integrity of Waterfront - Yorkhill Quay	F				F	F	F	F	Apr 2024	May 2025		
Access and Integrity of Waterfront - Windmillcroft Quay	F				A	G	A	A	Aug 2022	Mar 2024		
Access and Integrity of Waterfront - SEC - Active Travel	F				F	F	F	F	Mar 2024	Apr 2026		
Access and Integrity of Waterfront - Custom House Quay	F	F	F	F	F	Oct 2023	Oct 2025					
Access and Integrity of Waterfront - Calton Place	F	F	F	F	F	Oct 2023	Oct 2025					

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved FBC dates	End of construction
	Access and Integrity of Waterfront - Tradeston Phase 1				C	G	G	G	G	28/01/2021	Jul 2021
	Access and Integrity of Waterfront - Tradeston Phase 2				n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Access and Integrity of Waterfront - Govan Graving Docks				F	F	F	F	F	Apr 2023	Apr 2024
	Improving Connectivity between GU and QEUH - Govan-Partick Bridge				F	A	A	A	A	Nov 2021	Sep 2023
	Improving Connectivity between GU and QEUH - Active Travel Route (North)				C	A	A	A	A	31/10/2019	Oct 2020
	GRID - Clyde Waterfront Innovation Campus: Access and Connectivity Improving Connectivity between GU and QEUH- Active Travel Route (South)				F	F	F	F	F	Aug 2023	Feb 2025
Inverclyde Council											
8. Inchgreen		C	C	n/a	F	G	G	G	F	Mar 2022	Jun 2023
9. Ocean Terminal				n/a		A	G	A	A	various	various
	Marine Works	C	C	C	C	C	C	C	G	29/05/2019	Mar 2020
	Terminal Building			F	C	A	A	A	A	28/11/2019	Apr 2022
10. Inverkip		C	C	F	F	G	A	A	G	26/08/2021	Feb 2022
North Lanarkshire Council											
11. A8 M8 Corridor Access Improvements			n/a	n/a		G	G	G	G	various	various
	Eurocentral: Park & Ride/Share	C	F	n/a	F	G	G	G	G	Apr 2023	Feb 2024
	Orchard Farm Roundabout		F	n/a	F	G	G	G	G	Aug 2022	Feb 2023
12. Gartcosh/Glenboig Community Growth Area						C	C	G	G	various	various
	Glenboig Link Road - FBC 1	C	C	C	C	C	C	G	G	18/10/2016	Jun 2018
	Glenboig Link Road - FBC 2				C	C	C	G	G	30/12/2016	Jun 2018
13. Pan Lanarkshire Orbital Transport Corridor			n/a	n/a		G	G	G	G	various	various
	RIA - FBC WCML Crossing			n/a	F	G	G	G	F	Feb 2022	Mar 2023
	RIA - New Dual Carriageway Rav to Motherwell			n/a	F	G	G	G	F	Oct 2022	Jun 2025
	RIA - Dualing of A723 Rav to M8			n/a	F	G	G	G	F	Jul 2023	Dec 2025
	RIA - Dualing of Airbles Road and Jnct improvements			n/a	F	G	G	G	F	Jan 2024	Dec 2025
	East Airdrie Link Road		F	n/a	F	G	G	G	G	Dec 2024	Mar 2027
	Motherwell Town Centre Interchange		C	C	C	G	G	G	G	Nov 2021	Jul 2022
Renfrewshire Council											
14. Clyde Waterfront and Renfrew Riverside (CWRR)		C	C	C	C	G	G	G	G	25/02/2021	Sep 2023
15. Glasgow Airport Investment Area (GAIA)		C	C	C	C	G	G	G	G	28/03/2019	Jan 2022
South Lanarkshire Council											
16. Cathkin Relief Road		C	C	C	C	C	C	G	A	23/05/2019	Jan 2017
17. Greenhills Road		C	C	C	C	G	G	G	A	30/08/2018	Jul 2021

Project Name	Sub Projects												
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved FBC dates	End of construction		
18. Stewartfield Way Transport Capacity		C	F	n/a	F	G	A	G	A	Dec 2024	Mar 2026		
19. SLC Community Growth Area		C	C	C		G	G	G	A	various	various		
19a. Community Growth Area (GCA) - Newton		C	C	C						various	various		
	Newton CGA Park and Ride				C	C	C	C	A	24/05/2017	Dec 2017		
	Newton Farm Primary School				C	C	C	C	A	03/02/2016	Aug 2017		
	Westburn Roundabout				C	C	C	C	A	29/11/2018	Sep 2019		
	Sustainable Transport Intervention				F	F	F	F	F	28/01/2021	Dec 2022		
19b. Community Growth Area - Hamilton			C	C	C						various	various	
FBC1: Woodhead Primary School Extension	C					C	C	C	A	02/08/2018	Aug 2019		
FBC2: Highstonehall Road Upgrade Works	C					C	C	C	A	29/11/2018	Apr 2019		
FBC3: Woodfoot Road Transport Corridor Improvements	C					C	C	C	A	25/04/2019	Dec 2019		
FBC4: Woodfoot Road/Wellhall Road Junction	F					F	F	F	F	25/11/2021	Jun 2022		
FBC5: Wellhall Road/Hillhouse Road Junction	F					F	F	F	F	25/11/2021	Jun 2022		
FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions	F					F	F	F	F	Apr 2022	Mar 2023		
FBC7: Calderside Academy	F					F	F	F	F	Feb 2022	Oct 2023		
19c. Community Growth Area - Larkhall				C	C	C						various	various
Holy Cross High Extension	F						F	F	F	F	Feb 2022	Aug 2024	
Glengowan Primary School Extension	C						G	G	G	G	02/08/2021	Jun 2022	
Larkhall Nursery Extension	n/a						n/a	n/a	n/a	A	n/a	n/a	
Merryton Roundabout & Link Road	F						F	F	F	F	Nov 2021	Aug 2023	
A72 Lanark Road / M74 Signalisation	F						G	G	G	A	29/07/2021	Mar 2022	
M74 Works	F						F	F	F	F	Apr 2023	Jun 2024	
Community Facility	F						F	F	F	F	Feb 2022	Oct 2023	
19d. Community Growth Area - East Kilbride					C	C						various	various
Park and Ride Facility - Hairmyres	F						F	F	F	F	Apr 2023	Mar 2024	
New Primary School (Phase 1) - Jackton	F						G	G	G	A	25/11/2021	Jul 2023	
West Dunbartonshire Council													
20. Exxon Site Development Project		C			C	C	F	G	G	G	A	25/11/2022	Dec 2025
Regional Projects													
21. Airport Access (Regional Project)		C			C	F	F	A	A	A	G	Dec 2022	Oct 2025
INNOVATION PROGRAMME													
	ICE - Imaging Centre of Excellence	n/a	n/a			C	C	C	C	G	17/03/2015	complete	
	Medicity	n/a	n/a			C	C	C	C	G	17/03/2015	complete	
	Tontine	n/a	n/a			C	C	C	C	G	15/10/2015	complete	

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved FBC dates	End of construction
SKILLS & EMPLOYMENT PROGRAMME											
	Working Matters (Successor Programme)	n/a	n/a		C	G	G	C	G	12/04/2016	n/a
	In Work Progression	n/a	n/a		C	C	C	C	C	12/04/2016	n/a
	Youth Gateway Guarantee	n/a	n/a		C	C	C	C	C	06/06/2017	n/a

Appendix 2: PROJECTS MILESTONE DATES

Key: Complete	Date missed and not restated	In purple are the dates restated following approval of CCR at 21.11.2021 CEG and to be approved by Cabinet in this report.
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Main Project	Sub Project	SBC Cabinet Approval Date	OBC Cabinet Approval Date	Augmented OBC Cabinet Approval Date	OBC Cabinet Consolidated (*)	FBC CEG Approval Date	FBC Cabinet Approval Date	Construction Start	Construction End	Formal opening
Infrastructure Projects										
1. Place and Growth Programme		11/02/2020	01/05/2023	n/a	01/05/2023	01/07/2023	02/08/2023	Sep 2023	Dec 2026	no date
	Bishopbriggs Relief Road/Westerhill Masterplan - BRR5/ Westerhill					no date	no date	no date	no date	no date
	A803 Sustainable Travel Corridor					no date	no date	no date	no date	no date
	Bishopbriggs Town Centre Regeneration – Public Realm/ Business Incubation Space					no date	no date	no date	no date	no date
2. M77 Strategic Corridor		23/06/2015	18/08/2015	various	various	various	various	various	various	various
	Levern Works			12/02/2019	12/02/2019	18/08/2015	18/08/2015	Nov 2015	Aug 2016	Aug 2016
	Business Boost			as above	as above	30/11/2017	n/a	Mar 2018	Mar 2019	Jan 2020
	Aurs Road Realignment			09/04/2019	09/04/2019	25/11/2021	n/a	Mar 2022	Mar 2023	Mar 2023
	Balgraystone Road			as above	as above	28/03/2019	n/a	Jun 2019	Apr 2020	Oct 2020
	New Railway Station and allied works			Jan 2022	Jan 2022	Sep 2023	n/a	Oct 2023	Jan 2025	Jan 2025
	Levern Valley Link			Oct 2023	Oct 2023	Sep 2024	n/a	Nov 2024	Nov 2025	TBC
	Dams to Darnley Visitor Facilities			07/12/2021	07/12/2021	Dec 2022	n/a	Apr 2023	Apr 2024	Jul 2024
3. Canal and North Gateway		18/08/2015	15/12/2015	11/12/2018	11/12/2018	various	various	various	various	various
	FBC1: Sighthill: Remediation (Contract 1)					15/12/2015	15/12/2015	Dec 2015	Nov 2017	TBC
	FBC 2: Sighthill Remediation (Contract 2)					18/10/2016	18/10/2016	Mar 2017	Jan 2020	TBC
	FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill					29/03/2018	10/04/2018	Jun 2018	Jul 2019	COMPLETE
	FBC4: NGIWMS					29/03/2018	10/04/2018	Jun 2018	Jun 2019	TBC
	NGIWMS: Cowlairs Link					Aug 2022	n/a	Sep 2022	Aug 2023	Jul 2021
	FBC 5: North Canal Bank Street / Landscape Link					29/05/2019	n/a	Jun 2019	Apr 2020	TBC
	FBC 7: Sighthill M8 Pedestrian Bridge					30/01/2020	n/a	Mar 2020	Sep 2021	Sep 2021
	FBC 6: Speirs Lock: Garscube Toll & Links					28/11/2019	n/a	Dec 2019	Jul 2020	Jul 2020
	Port Dundas: Dobbies Loan					Dec 2022	n/a	Jan 2023	Dec 2023	May 2021
	Port Dundas: Pinkston Access and Remediation					Dec 2022	n/a	Aug 2022	Aug 2023	Sep 2021
	Cowlairs: Remediation & Servicing					Aug 2022	n/a	Aug 2022	Aug 2023	Mar 2022
4. Collegelands Calton Barras		18/08/2015	12/04/2016	11/12/2018	11/12/2018	various	various	various	various	various
	Improving Public Transport: High St Station					20/01/2022	n/a	Mar 2022	Sep 2023	Feb 2021
	Meat Market Roads and Infrastructure					Jul 2022	n/a	Aug 2022	Aug 2023	Feb 2021
	FBC 2: Meat Market Site Remediation					30/06/2019	n/a	Jun 2019	Aug 2020	Oct 2019
	CBAP: Development Deficit Grant Scheme					Nov 2022	n/a	Dec 2022	Jul 2024	Jan 2022
	FBC 3: Junction Improvements					20/06/2019	n/a	27/06/2019	18/04/2020	TBC
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1					24/05/2017	06/06/2017	Jan 2018	Jul 2018	Aug 2019
						various	various	various	various	various
5. City Centre Enabling Infrastructure Integrated Public Realm		18/08/2015	13/12/2016	11/12/2018	11/12/2018	01/12/2017	n/a	Jan 2018	May 2019	May 2019
	FBC1: Sauchiehall Street West Phase 1					Jan 2022	n/a	Feb 2022	Feb 2024	Apr 2022
	Block A - Argyle St West (M8-Hope Street) & Cambridge Street					Aug 2023	n/a	Sep 2023	Jan 2026	Sep 2022
	Block A - Argyle St East (Hope Street-Glasgow Cross)					Aug 2023	n/a	Nov 2023	Jan 2026	Sep 2022
	Block A - St Enoch's Square - Dixon Street					Jan 2025	n/a	Apr 2025	Dec 2026	Feb 2023
	Block A - Bath Street East-Cathedral Street					Aug 2022	n/a	Sep 2022	Jul 2024	Feb 2023
	Block A - Kyle Street - North Hanover Street					23/09/2021	n/a	Oct 2021	Jun 2023	Sep 2021
	Block A - New City Road - previously The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)					Apr 2022	n/a	May 2022	Dec 2023	Nov 2021
	Block A - Sauchiehall Street Precinct					Aug 2022	n/a	Sep 2022	May 2024	Jun 2022
	Block B - Holland Street/Pitt St									

Main Project	Sub Project	SBC Cabinet Approval Date	OBC Cabinet Approval Date	Augmented OBC Cabinet Approval Date	OBC Cabinet Consolidated (*)	FBC CEG Approval Date	FBC Cabinet Approval Date	Construction Start	Construction End	Formal opening
	Block B - Elmbank Street & Elmbank Crescent					Feb 2025	n/a	May 2025	Nov 2026	Jun 2022
	Block B - Glassford Street/Stockwell Street					Nov 2025	n/a	Mar 2026	Jan 2028	Oct 2022
	Block B - Broomielaw/Clyde Street					Feb 2026	n/a	May 2026	Oct 2028	Sep 2023
	Block C - Hope Street					Jan 2027	n/a	Apr 2027	Dec 2028	Dec 2023
	Block C - International Financial Services District					Jan 2027	n/a	Apr 2027	Dec 2028	May 2024
	Block C - St Vincent Street					Sep 2026	n/a	Dec 2026	Oct 2028	May 2024
	Block C - John Street					Jul 2023	n/a	Oct 2023	Mar 2025	Apr 2024
	Block C - George Street					Oct 2026	n/a	Jan 2027	Dec 2028	Nov 2024
	Intelligent Street Lighting					29/03/2018	10/04/2018	Dec 2018	Jun 2019	Jun 2019
6. Metropolitan Glasgow Strategic Drainage Partnership		18/08/2015	16/02/2016	14/08/2018	14/08/2018	various	various	various	various	various
	FBC 1: Camlachie Burn					29/03/2017	11/04/2017	Jun 2017	Jul 2019	TBC
	FBC 2: Cardowan Surface Water Management Plan (SWMP)					02/08/2018	14/08/2018	Jul 2018	Sep 2019	TBC
	FBC 4: South East Glasgow SWMP					23/05/2019	n/a	Jul 2019	Apr 2021	Mar 2022
	FBC 3: Hillington/Cardonald SWMP- Phase 1 Moss Heights/Halfway Community Park					30/08/2018	n/a	Sep 2018	May 2019	May 2019
	Hillington/Cardonald SWMP - Ph 2					Dec 2021	n/a	Jan 2022	Aug 2022	May 2022
	Hillington/Cardonald SWMP - Ph 3: <i>Penilee</i>					Nov 2021	n/a	Dec 2021	Sep 2022	May 2021
	FBC 5: Garrowhill/Ballicreston SWMP					29/08/2019	n/a	Sep 2019	Nov 2022	Nov 2022
	Drumchapel SWMP					30/01/2020	n/a	Mar 2020	Mar 2021	Mar 2021
	Cockenzie St SWMP					Feb 2022	n/a	Mar 2022	Nov 2022	Jan 2023
	Fullerton Avenue SWMP					Feb 2023	n/a	Jul 2022	Mar 2023	Jan 2023
	Eastern Springburn SWMP					Apr 2022	n/a	May 2022	Feb 2023	Jan 2023
	High Knightswood/Netherton SWMP					Jun 2022	n/a	Jul 2022	Mar 2023	Jan 2023
7. Clyde Waterfront West End Innovation Quarter (*) Highlighted in yellow are projects which scope have been merged (**) Highlighted in pink are projects which scope have been merged (***) Highlighted in light blue are projects which scope have been merged		18/08/2015	12/04/2016	11/12/2018	11/12/2018	various	various	various	various	various
	Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm					Apr 2022	n/a	May 2022	Dec 2023	Jan 2022
	Develop. Econ. Role of GU - University Avenue and Campus Connections					Mar 2024	n/a	Apr 2024	Apr 2025	Jan 2023
	Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge					Oct 2023	n/a	Nov 2023	Nov 2024	Nov 2021
	Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link					Sep 2024	n/a	Oct 2024	Sep 2025	May 2023
	Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link					Jun 2022	n/a	Jul 2022	Jul 2023	May 2022
	Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge					Sep 2024	n/a	Oct 2023	Oct 2025	May 2023
	Investing in the Strategic Road Network to Unlock Development (M8 Jct19)					Feb 2024	n/a	Mar 2024	Mar 2025	Jun 2023
	GRID - Clyde Waterfront Innovation Campus: Site Remediation and Services Develop. Econ. Role of QEUIH and Adjacencies - Development Deficit Funding 1(*)					Aug 2023	n/a	Sep 2023	Feb 2025	Feb 2022
	Water Row Grant Award (Develop. Econ. Role of QEUIH and Adjacencies - Development Deficit Funding 2) (**)					Nov 2021	n/a	Dec 2021	Jan 2024	Aug 2022
	GRID - Clyde Waterfront Innovation Campus: Site Remediation and Services Develop. Econ. Role of QEUIH and Adjacencies - Development Deficit Funding 3(*)					Aug 2023	n/a	Sep 2023	Feb 2025	Jan 2022
	GRID - Clyde Waterfront Innovation Campus: Access and Connectivity Developing the Economic Role of QEUIH and Adjacencies - Access Improvements(***)					Aug 2023	n/a	Sep 2023	Feb 2025	Mar 2022
	Developing the Economic Role of Yorkhill Hospital Site					Aug 2024	n/a	Sep 2024	Aug 2025	Oct 2021
	FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South)					29/03/2018	10/04/2018	Apr 2018	Apr 2019	COMPLETE
	Water Row Grant Award (CGAP Development Deficit Funding – Commercial Floorspace 1) (**)					Nov 2021	n/a	Dec 2021	Oct 2022	Feb 2022
	FBC 2: CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor)					20/06/2019	n/a	Jun 2019	Jun 2020	TBC
	Access and Integrity of Waterfront The Briggait/Lancefield Quay					Apr 2024	n/a	May 2024	Nov 2025	Sep 2021
	Access and Integrity of Waterfront - Yorkhill Quay					Apr 2024	n/a	May 2024	May 2025	Oct 2021

Main Project	Sub Project	SBC Cabinet Approval Date	OBC Cabinet Approval Date	Augmented OBC Cabinet Approval Date	OBC Cabinet Consolidated (*)	FBC CEG Approval Date	FBC Cabinet Approval Date	Construction Start	Construction End	Formal opening
	Access and Integrity of Waterfront - Windmillcroft Quay					Aug 2022	n/a	Sep 2022	Mar 2024	Sep 2021
	Access and Integrity of Waterfront - SEC - Active Travel					Mar 2024	n/a	Apr 2024	Apr 2026	Apr 2023
	Access and Integrity of Waterfront - Custom House Quay					Oct 2023	n/a	Nov 2023	Oct 2025	Dec 2023
	Access and Integrity of Waterfront - Calton Place					Oct 2023	n/a	Nov 2023	Oct 2025	Dec 2023
	Access and Integrity of Waterfront - Tradeston Phase 1					28/01/2021	n/a	Feb 2021	Jul 2021	Sep 2021
	Access and Integrity of Waterfront - Tradeston Phase 2					-	n/a	-	-	-
	Access and Integrity of Waterfront - Govan Graving Docks					Apr 2023	n/a	Apr 2023	Apr 2024	May 2021
	Improving Connectivity between GU and QEUH - Govan-Partick Bridge					Nov 2021	n/a	Dec 2021	Sep 2023	Sep 2021
	Improving Connectivity between GU and QEUH - Active Travel Route (North)					31/10/2019	n/a	Feb 2020	Oct 2020	Dec 2020
	GRID - Clyde Waterfront Innovation Campus: Access and Connectivity Improving Connectivity between GU and QEUH- Active Travel Route (South) (***)					Aug 2023	n/a	Sep 2023	Feb 2025	Aug 2021
8. Inchgreen		12/02/2019	01/06/2021	n/a	01/06/2021	Mar 2022	n/a	Sep 2022	Jun 2023	May 2022
9. Ocean Terminal		20/10/2015	10/10/2017	various	various	various	various	various	various	various
	Marine Works			04/06/2019	04/06/2019	29/05/2019	04/06/2019	Jun 2019	Mar 2020	Jul 2021
	Terminal Building			10/12/2019	10/12/2019	28/11/2019	10/12/2019	Apr 2021	Apr 2022	Apr 2022
10. Inverkip		20/10/2015	10/10/2017	09/02/2021	09/02/2021	26/08/2021	n/a	May 2021	Feb 2022	Jul 2021
11. A8 M8 Corridor Access Improvements		18/08/2015	various	n/a	various	various	various	various	various	various
	Eurocentral: Park & Ride/Share		Aug 2022	n/a	Aug 2022	Apr 2023	n/a	Mar 2023	Feb 2024	TBC
	Orchard Farm Roundabout		Dec 2021	n/a	Dec 2021	Aug 2022	n/a	Sep 2022	Feb 2023	TBC
12. Gartcosh/Glenboig Community Growth Area		18/08/2015	06/06/2016	09/04/2019	09/04/2019	various	various	various	various	various
	Glenboig Link Road - FBC 1					18/10/2016	18/10/2016	May 2017	Jun 2018	Aug 2018
	Glenboig Link Road - FBC 2					30/12/2016	13/12/2016	May 2017	Jun 2018	Aug 2018
13. Pan Lanarkshire Orbital Transport Corridor		18/08/2015	various	n/a	various	various	various	various	various	-
	RIA - FBC WCML Crossing		06/10/2020	n/a	06/10/2020	17/02/2022	n/a	Mar 2022	Mar 2023	TBC
	RIA - New Dual Carriageway Rav to Motherwell					Oct 2022	Nov 2022	Jan 2023	Jun 2025	TBC
	RIA - Dualing of A723 Rav to M8					Jul 2023	Aug 2023	Sep 2023	Dec 2025	TBC
	RIA - Dualing of Airbles Road and Jnct improvements					Jan 2024	Feb 2024	Mar 2024	Dec 2025	TBC
	East Airdrie Link Road		Jun 2023	n/a	Jun 2023	Dec 2024	n/a	Jan 2025	Mar 2027	TBC
	Motherwell Town Centre Interchange		10/04/2018	04/06/2019	04/06/2019	03/11/2021	n/a	Dec 2021	Jul 2022	Apr 2022
14. Clyde Waterfront and Renfrew Riverside (CWRR)		23/06/2015	13/12/2016	14/08/2018	14/08/2018	25/02/2021	n/a	Jul 2021	Sep 2023	TBC
15. Glasgow Airport Investment Area (GAIA)		23/06/2015	13/12/2016	11/12/2018	11/12/2018	28/03/2019	09/04/2019	Jul 2019	Jan 2022	TBC
16. Cathkin Relief Road		18/08/2015	20/10/2015	04/06/2019	04/06/2019	23/05/2019	04/06/2019	Apr 2016	Jan 2017	TBC
17. Greenhills Road		18/08/2015	18/10/2016	09/10/2018	09/10/2018	30/08/2018	09/10/2018	Mar 2019	Jul 2021	TBC
18. Stewartfield Way Transport Capacity		01/06/2021	Mar 2022	n/a	Mar 2022	Dec 2024	n/a	May 2024	Mar 2026	TBC
19. SLC Community Growth Area		18/08/2015	15/12/2015	various	various	various	various	various	various	various
19a. Community Growth Area (GCA) - Newton		18/08/2015	15/12/2015	14/08/2018	14/08/2018	various	various	various	various	various
	Newton CGA Park and Ride					24/05/2017	06/06/2017	Jun 2017	Dec 2017	TBC
	Newton Farm Primary School					03/02/2016	16/02/2016	Feb 2016	Aug 2017	TBC
	Westburn Roundabout					29/11/2018	n/a	Mar 2019	Sep 2019	TBC
	Sustainable Transport Intervention					28/01/2021	n/a	Aug 2022	Dec 2022	TBC
19b. Community Growth Area - Hamilton			18/10/2016	14/08/2018	14/08/2018	various	various	various	various	various

Main Project	Sub Project	SBC Cabinet Approval Date	OBC Cabinet Approval Date	Augmented OBC Cabinet Approval Date	OBC Cabinet Consolidated (*)	FBC CEG Approval Date	FBC Cabinet Approval Date	Construction Start	Construction End	Formal opening
	FBC1: Woodhead Primary School Extension					02/08/2018	14/08/2018	Sep 2018	Aug 2019	TBC
	FBC2: Highstonehall Road Upgrade Works					29/11/2018	n/a	Aug 2018	Apr 2019	TBC
	FBC3: Woodfoot Road Transport Corridor Improvements					25/04/2019	n/a	Jun 2019	Dec 2019	TBC
	FBC4: Woodfoot Road/Wellhall Road Junction					25/11/2021	n/a	Dec 2021	Jun 2022	TBC
	FBC5: Wellhall Road/Hillhouse Road Junction					25/11/2021	n/a	Dec 2021	Jun 2022	TBC
	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions					Apr 2022	n/a	Jun 2022	Mar 2023	TBC
	FBC7: Calderside Academy					Feb 2022	n/a	May 2022	Oct 2023	TBC
19c. Community Growth Area - Larkhall			14/02/2017	13/08/2019	13/08/2019	various	various	various	various	various
	Holy Cross High Extension					Feb 2022	n/a	Jul 2022	Aug 2024	TBC
	Glengowan Primary School Extension					02/08/2021	n/a	Aug 2021	Jun 2022	TBC
	Larkhall Nursery Extension					n/a	n/a	Mar 2024	Aug 2024	TBC
	Merryton Roundabout & Link Road					25/11/2021	n/a	Dec 2021	Aug 2023	TBC
	A72 Lanark Road / M74 Signalisation					29/07/2021	n/a	Aug 2021	Mar 2022	TBC
	M74 Works					Apr 2023	n/a	Jun 2023	Jun 2024	TBC
	Community Facility					17/02/2022	n/a	May 2022	Oct 2023	TBC
19d. Community Growth Area - East Kilbride			15/12/2015	14/08/2018	14/08/2018	various	various	various	various	various
	Park and Ride Facility - Hairmyres					Apr 2023	n/a	Jun 2023	Mar 2024	TBC
	New Primary School (Phase 1) - Jackton					25/11/2021	n/a	Dec 2021	Jul 2023	TBC
20. Exxon Site Development Project		18/08/2015	11/04/2017	12/02/2019	12/02/2019	Nov 2022	n/a	2023	2025	TBC
21. Airport Access (Regional Project)		15/12/2015	13/12/2016	10/12/2019	10/12/2019	Dec 2022	n/a	Feb 2023	Oct 2025	TBC
Innovation										
<u>ICE - Imaging Centre of Excellence</u>						17/03/2015	17/03/2015	complete	complete	
<u>Medicity</u>						17/03/2015	17/03/2015	complete	complete	
<u>Tontine</u>						15/10/2015	15/10/2015	complete	complete	
Skills & Employment Projects										
<u>Working Matters (Successor Programme)</u>						12/04/2016	12/04/2016	n/a	n/a	
<u>In Work Progression</u>						12/04/2016	12/04/2016	n/a	n/a	
<u>Youth Gateway Guarantee</u>						06/06/2017	06/06/2017	n/a	n/a	

Appendix 3: PROGRAMME RISK REGISTER

Text changed from the previous version are reported in ***Bold Italic***. List of strategic objectives can be found in the endnotes at the end of this document ⁱ

Risk Ref	Date Identified	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported ⁱⁱ	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
rsk 0009	24/01/2020	Financial / reputational /economic	Deal GVA and Jobs targets not achieved	RISK: Programme GVA and Jobs targets not achieved / Benefit Cost Ratio reduced CAUSE: Cumulative impact of changes to individual projects' costs (due to inflation/interest rates etc.)/timelines including projects delivery extending beyond 2025 which economic case was modelled upon / operational job requirements reduced due to increasing trend for automation. Potential increased project costs and reduced benefits resulting from impacts of Covid-19 on Project delivery and global macroeconomy. EFFECT: reduced grant due to failure to meet Deal Payment by Results targets	A.	PMO-Assistant Head	PMO-Legacy Manager	4	3	12	High	Treat	Change Control Requests were approved by Dec 2020 Cabinet for 13 projects, restating their timescales as a result of delays caused by the first Covid lockdown in Spring/Summer 2020. Flexibility regarding programme outcomes sought from governments in written submission to the Scottish Deals Delivery Board. The revised programme timescales resulting from the 13 Covid-related CCRs were discussed at the Annual Conversation in December 2020. Further individual Change Controls Requests have been approved in Q4 2020/21, Q1 2021/22 with a further 37 submitted for Q2 2021/22. Four-weekly monitoring of change in scope/timelines and finances of individual Projects continues to be monitored and reported to CEG. <i>Two Change Control Requests submitted to Nov Chief Executives' Group and Dec Cabinet for GCC Waterfront and ERC M77 Corridor projects proposing significant changes to project scope. Requests to be discussed with governments at 19 Nov Programme Liaison Group meeting.</i>	4	3	12	High	15/11/2021	↔
rsk 0001	24/01/2020	Finance	Programme Underspend Against Projections	RISK: Programme does not meet forecasted spending profile set out within the annual forecast submitted to Scottish Government as required by the Grant Letter. CAUSE: Programme delay due to Member Authorities (MAs) failing to deliver projects and spend as planned as a result of delays due for example to Covid-19. EFFECT: Programme may underspend against grant receipt and impact upon release of future tranches of investment funding.	N/A	PMO-Assistant Head	PMO-Finance Manager	4	3	12	High	Treat	Individual projects have reported required Change Controls resulting from Covid Impact to the PMO. Change Controls have been approved by Dec 2020 Cabinet subject to reprofiling of expenditure being provided with 2020/21 Q4 returns. Requested and received updated quarterly and annual projections of spend for 2021/22 from MAs and this has been reviewed by FSG and will be provided to Scottish Government. Spend in 2021/22 is in projected to be considerably in excess of the £30m grant due in 2021/22. FSG continue to monitor actual spend compared with projected spend each quarter. Q2 2012/22 returns received. MAs projected and profiled spend provided for 2021/22. Further change controls reported by member authorities in Q2 2021/22 mainly in relation to delays in spend due to the pandemic and these will be considered by CEG and Cabinet.	3	3	9	Medium	15/11/2021	↔
rsk 0007	24/01/2020	Financial	Public Sector/Partner Funding Availability	RISK: Member Authority and Partner funding contributions do not materialise CAUSE: Pressures on public sector funding/expenditure, Covid-19 impacts on Member Authorities' Capital Programme budgets, increase in interest rates and borrowing costs EFFECT: Impact on Member Authorities' capital borrowing and revenue funding	G.	PMO-Director of Regional Economic Growth	PMO-Finance Manager	3	4	12	High	Treat	Member Authorities must receive local approval for their 14% funding contribution and their own Business Cases prior to submitting this to the GCR PMO for appraisal. Individual Member Authorities assess the priority of their proposed City Deal projects alongside their own wider capital investment programmes for their local area. Debt financing costs will be met from Member Authority resources and be in line with the Prudential Borrowing Code. Member Authorities' financial positions continue to be assessed via quarterly financial monitoring. Contract management boards have been established in a number of authorities to review and manage MA's financial impacts related to Covid 19. Extended Project Status Reports to capture external funding sources for projects and this funding and associated spend is now also being reported to PMO by MAs and reviewed. £65m of accelerated City Deal funding has been awarded to City Region for spend to end March 2021 and this has been distributed to MAs. Funding will mitigate existing borrowing costs. Early indication that some Member Authorities may not be able to cover additional costs resulting from construction inflation. <i>Two Change Control Requests submitted to Nov Chief Executives' Group and Dec Cabinet for GCC Waterfront and ERC M77 Corridor projects proposing significant changes to project scope recognising that additional costs cannot be absorbed my Member Authorities. Requests to be discussed with governments at 19 Nov Programme Liaison Group meeting.</i>	3	3	9	Medium	15/11/2021	↔
rsk 0012	24/01/2020	Procurement	Lack of contractors/competition for contracts	RISK: Failure to secure interest in the Project from bidders and failure to retain bidders. CAUSE: Business failures due to Covid-19 may result in fewer bidders for future contracts and/or contractors' unwillingness to carry financial risk. Construction inflation costs impacting on tender costs/contractor appetite to bear financial risk. EFFECT: Lack of competition leading to higher cost. Increased Project cost (impact on NPV), delay in Project delivery.	A.	PMO-Assistant Head	PMO-Assistant Head	3	4	12	High	Treat	Work is underway to develop a Capital Investment Plan for the City Region outlining Regional partners' investment plans over next 5 years, providing confidence of pipeline for construction sector and information to engage with businesses on. During competitive dialogue reconsider scope, standards of works to meet budget constraints. Clarity of MAs affordability threshold shared with Bidders in early stages of the Project. Projects continue soft market testing through OBC to refine offering based on market feedback. Strong Project management, robust and affordable Project. Regional Sustainable Procurement Strategy launched June 2021 at national Meet the Buyer Event. Extensive promotion of new, improved City Deal contract pipeline with business base. Construction inflation costs recognised as Programme Issue. Indications this is impacting on procurement activity. <i>GCC reports recent tender prices have been higher than initially scoped with this being a factor in GCC Waterfront Change Control Request.</i>	3	3	9	Medium	15/11/2021	↔

Risk Ref	Date Identified	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported ii	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
rsk 0010	24/01/2020	Economic / financial	Attraction of follow-on investment	RISK: Failure to attract necessary follow on investment to deliver the economic benefits of the City Deal funded Projects. CAUSE: Poor economic conditions, socio-economic factors including depopulation may be a deterrent for investors in certain areas. The impacts of Covid-19 on the global macroeconomy may impact negatively on investor confidence/activity in the medium to long term. EFFECT: Projects fail to deliver the economic benefits and follow on private sector investments. Impact on Payment By Result targets	G.	PMO-Director of Regional Economic Growth	PMO-Legacy Manager	4	3	12	High	Transfer	The responsibility for securing follow on investment described in each of the OBCs lies with individual MAs. The Economic Delivery Group and Regional Partnership remits have been extended to support benefits realisation at a Programme level through the Benefits Dependencies Register. Portfolio working groups and partners addressing wider place-making and investor attractiveness via development of refreshed Regional Economic Strategy. The PMO continues to liaise with MAs as they review the impact on their projects of the Covid-19 pandemic and lockdown. No changes to planned investment have been reported in the Q1 2021/22 returns to the PMO. A Green Investment Prospectus has been developed aimed at attracting private sector capital investment to City Deal sites as part of COP26. Opportunities are being added to the Zoom Prospector platform. Updates to the economic case have been submitted for the GCC Waterfront and ERC M77 Corridor 15 Nov 2021. Both confirm ongoing market demand, albeit with a change form commercial towards residential space for the GCC Waterfront project. Position continues to be closely monitored	4	2	8	Medium	15/11/2021	↔
rsk 0004	24/01/2020	Financial	Alignment with new / emerging policies and investment programmes	RISK: Misalignment of City Deal objectives with emerging National, Regional and Local Strategies (i.e. Local Transport Strategies, Strategic Transport Projects Review (STPR2), Rail Investment Strategy etc.) investment plans (e.g. of public utilities) and Climate Change. CAUSE: Programme Assembly exercise undertaken in 2013/14 under differing policy priorities. Dependencies on other agencies not managed EFFECT: Reduced ability to access external funding aligned to new/emerging policy priorities and missed opportunities to leverage additional public/private sector investment.	G.	PMO-Assistant Head	PMO-Assistant Head	4	3	12	High	Treat	Government announcement in January 2020 of Clyde Mission, a new initiative of national importance which will include a number of City Deal projects within its geography. £10 million of funding for Clyde Mission projects announced in Summer 2020 with successful applicants confirmed Jan 2021. New commitments from Cabinet to contribute to new / emerging policy priorities including Inclusive Growth and Tackling Poverty. Annual refreshing of the Programme Business Case has been completed for 2020 to show policy alignment. Flexibility within the Programme Prioritisation Framework to respond to new priorities. Programme Dependency Register used to identify/manage dependencies with other public/private sector agencies activity. Transport Scotland's STPR2 Phase One report has sifted in Metro project for the next stage of appraisal. £650k of Regional Renewal Revenue Funds awarded by Scottish Government to City Region including £160k for Metro project support. The UK Government has indicated Shared Prosperity Funding will be routed via region and will support Regional Economic Strategy priorities. Draft National Planning Framework 4 references Metro project as national priority	3	2	6	Medium	15/11/2021	↔
rsk 0036	08/11/2021	Procurement	Sustainable Procurement Strategy Action Plan Delays	RISK: Failure of PSG / MAs to carry out allocated action plan tasks CAUSE: Resource issues within MAs / correct allocation of tasks EFFECT: Updated procedures not being put in place and carried out inline with Sustainable Procurement strategy	N/A	PSG Chair	PSG Member Authorities	3	3	9	Medium	Treat	Reassess resource, issues faced and ultimately reallocation of tasks per MA	2	3	6	Medium	10/11/2021	↔
rsk 0008	24/01/2020	Socio-Political	Political and public support for City Deals / Growth Deals	RISK: Loss of political and/or public support for the City Deal CAUSE: Political decisions / change in policy priorities / local opposition to individual projects EFFECT: City Deal/Growth Deal Programme funding impacted / negative public perception of Deal projects	G.	PMO-Director of Regional Economic Growth	PMO-Assistant Head	4	3	12	High	Treat	Gateway Review 1 approval letter received from governments. Maintain support for City Deal through ongoing communication with governments, key stakeholders and public regarding Deal benefits. Regular updates on Programme and Project progress are issued via media / social media. A Programme Communication, Marketing and Engagement Strategy in place & updated at September 2018. Forward plan of comms activity for key milestones. Progress and relevant matters including FOIs and journalist enquiries are raised / discussed at each GCR Comms Group and considered in relation to likely media interest, planned media releases and coverage. Both governments expressed their ongoing support for the Glasgow City Region Deal and recognised the significant progress at the Annual Conversation October 2021. Draft National Planning Framework 4 references Metro project as national priority.	2	2	4	Low	15/11/2021	↔
rsk 0013	24/01/2020	Environmental	Sustainability, efficient use of natural resources and Climate Change	RISK: Failure to address sustainability and efficient use of natural resources and Climate Change including failure to produce energy consumption savings and reducing emissions. CAUSE: MA not considering sustainable solutions and not including the relevant expertise in the design and delivery of the programme. EFFECT: MAs not fulfilling commitments to residents. Council fails to meet Carbon Reduction or Climate Change Targets.	D.	PMO-Assistant Head	PMO-Legacy Manager	3	2	6	Medium	Treat	Develop and implement more sustainable solutions in service delivery for the benefit of all. Sustainable Procurement Group now in place that is a collaborative partnership for strategic engagement and includes Scottish Government maximise inclusive growth, equalities and environmental benefits. The development of the Sustainable Procurement Strategy (SPS) will align with the work on procurement being undertaken with the SG for the Community Wealth Building Action Plan, and the ambitions of the Regional Recovery Plan. The SPS and GCR Climate Adaptation Strategy were approved by Cabinet in June 2021. Scottish Government advisor on decarbonising projects attended August Sustainable Procurement Strategy Group. Government guidance to be incorporated to Programme Management Toolkit. Programme Manager attending Scottish City Deal Decarbonisation Working Group.	2	2	4	Low	15/11/2021	↔

Risk Ref	Date Identified	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported ii	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
rsk 0042	15/01/2021	Sustainable Procurement	Achievement of Community Benefits	<u>RISK</u> : The commitments within the Regional Sustainable Procurement Strategy are not implemented by all MAs. <u>CAUSE</u> : Systems, processes, documents, guidance and support made available to MAs for use to maximise opportunities from suppliers and for delivery of benefit outcomes not being adopted and applied consistently by all MAs. <u>EFFECT</u> : Loss of opportunities in Contracts and Non delivery of Benefit Outcomes.		PMO-Assistant Head	PMO-Legacy Manager	3	4	12	High	Treat	MAs are expected to report the securing and delivery of Community Benefits (CBs) using the Cenefits online reporting tool. The PMO continues to report on the performance of MAs in the Quarterly and Interim reports to the CEG and Cabinet. The PMO will continue to provide support to MAs to allow assist them in reporting their CBs and escalate any issues to the CEG as required. The Follow Up actions resulting from the Community Benefit Audit have now been completed.	3	1	3	Low	15/11/2021	↔
rsk 0002	24/01/2020	Finance	Green Book Compliance	<u>RISK</u> : Inadequate implementation of Green Book methodology resulting in challenges to Business Case approvals made by CEG/Cabinet <u>CAUSE</u> : MAs submitting non-compliant BCs and external consultancies/PMO failure to appraise BC in compliance with Green Book. <u>EFFECT</u> : Loss of grant, further work on business cases, requirement to re-assess and approve existing Projects.	N/A	PMO-Assistant Head	PMO-Finance Manager	4	3	12	High	Treat	OBC Augmentation Process completed with input from economic consultants. Guide to completing Economic Impact Assessments created by economic development consultants and included within Programme Management Toolkit. PMO continues to review business cases to ensure they comply with Green Book. Internal Audit completed a review of Business Cases appraisal process during 2019/20 with management improvements agreed and incorporated into PMO workplan. Further round of Green Book Training being attended by 60 staff from PMO staff and MA Project Managers during August 2021.	3	1	3	Low	15/11/2021	↔
rsk 0003	14/11/2017	Professional	Submission of Incomplete Business Cases by MAs	<u>RISK</u> : Impact on project delivery <u>CAUSE</u> : Some business cases are submitted to the PMO by MAs either late and/or incomplete. This causes a significant challenge to the PMO in appraising the Business Case within the timescale and potentially compromises the quality of the appraisal and the recommendation made to CEG and Cabinet. <u>EFFECT</u> : The submission of late and/or incomplete business compromises the business case approval process and the outsourcing of reviewers to form the appraisal team. .	N/A	PMO-Assistant Head	PMO - Programme Mgr	3	3	9	Medium		Additional guidance on business case submission process has been included within the Programme Management Toolkit. Audit of compliance with business case submissions completed and approved at 02/06/2020 Cabinet. Follow-up actions from the Audit successfully completed. Scheme of Delegation approved by CEG and Cabinet in August 2020 giving permission for Director of Regional Economic Growth to approve compliant FBCs below £4.5m which are aligned to approved OBC.	2	1	2	Low	15/11/2021	↔
rsk 0005	24/01/2020	Financial / reputational	Governance procedures are not fit for purpose	<u>RISK</u> : Governance processes and procedures are not fit for purpose resulting in non compliance with Grant Agreement conditions <u>CAUSE</u> : Assurance Framework not providing full coverage of all governance requirements. PMO/MAs not complying with Framework. <u>EFFECT</u> : Potential claw back of funding/negative audit reports.	N/A	PMO-Assistant Head	PMO-Assistant Head	4	3	12	High	Treat	Gateway One approval received May 2020. The Assurance Framework and Programme Business Case have been updated in Dec 2020 and Feb 2021 respectively. The Programme Management Toolkit was approved in March 2020 with changes in monitoring and reporting implemented for Q1 2020/21. The City Region Programme Management Office report to CEG and Cabinet (i.e. the Quarterly Performance Report and the Interim Performance Report) now include updates on the progress with the Annual Implementation Plan (AIP). A refresher on the PMT for all MAs carried out in August 2021.	2	1	2	Low	15/11/2021	↔

Appendix 4: PROGRAMME ISSUES LOG

Text changed from the previous version are reported in ***Bold Italic***. List of strategic objectives can be found in the endnotes at the end of this document

Issue Ref:	Date Raised	Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholders	Target / Timescale	Update	Priority	Status	Date Checked	Date Closed
is_0038	15/01/2021	Delivery	PMO- Director of Regional Economic Growth	PMO- Assistant Head of Programme Management Office	Construction Material availability and cost	Post Brexit and Post pandemic has seen a marked increase in Construction Materials cost and availability	ISSUE: construction materials costs have considerably increased and their availability considerably reduced CAUSE: Covid -19 pandemic and Brexit EFFECT: Increased in final project cost and impact on delivery times.	A briefing note has been prepared by the PMO setting out material shortage and construction material price increases. This will be shared with Member Authorities to support them in planning. For example, the BEIS year on year change (April 2020 to April 2021) report shows construction materials have experienced significant price increases including: concrete reinforcing bars (+37.3%); fabricated structural steel (+31.8%); imported plywood (+22.3%). Members of the Scottish PMO Network have submitted a letter to UK and Scottish governments outlining the risks to project costs and have asked for flexibility in project delivery including rescoping projects. Governments have confirmed that they recognise the challenges are beyond local authority control and are ready to work with regions to identify what measures can be taken to ensure delivery continues to progress in line with expectations. Member Authorities have advised that these price increases and material shortages will have an impact on project costs and timescales. These increases have yet to be quantified. Mitigations are being developed locally with Change Control Requests being submitted as required. Governments have been updated at the August 2021 Programme Liaison Group meeting. The issue was discussed as part of the Annual Conversation in October 2021 where the governments advised that they recognised scope changes may be required to projects facing additional cost pressures. <i>Further guidance to be sought from UK and Scottish Government at Programme Liaison Group meeting 19/11/21 regarding how change control requests due to cost increases are being managed across other UK deals</i>	PMO / MA	Ongoing		Medium	Open	15/11/2021	
ISSUES CLOSED IN PERIOD															
None															

Appendix 5A: GCR CITY DEAL CONTRACT AND COMMUNITY BENEFIT OUTCOME PROGRAMME SUMMARY

GCR City Deal Contract and Community Benefit Programme Summary to Q2 2021/22 (up to end September 2021)									
Total City Deal Contract Awards	Under £50,000		Over £50,000		Total (ALL)		Previous Reporting Period Totals	Difference in Period	
Number of Contracts Awarded to Date	259		162		421		417	4	
Value of Contracts Awarded to Date	£4,642,857		£245,885,318		£250,528,175		£246,171,630	£4,356,545	
Number with Contractual Community Benefit	21		113		134		136	0*	
Value with Contractual Community Benefit	£555,973		£232,149,275		£232,705,248		£230,429,656	£2,275,592	
Number with Voluntary Community Benefit	25		9		34		37	0*	
Value with Voluntary Community Benefit	£674,780		£4,754,439		£5,429,219		£5,429,219	£0	
Number with No Community Benefit	213		39		252		248	4	
Value with No Community Benefit	£3,412,104		£8,981,604		£12,393,708		£10,312,755	£2,080,953	
Tier 1 Supplier Contract Awards	Number	Value	% of Total Number	% of Total Value		Previous Reporting Period % of Total Value		% of total value - Difference in Period	
Contracts Awarded to Local Company	257	£116,822,301	61%	47%		47%		0%	
Contracts Awarded to an SME	141	£66,082,444	33%	26%		27%		-1%	
Contracts Awarded to a Local SME	92	£35,011,616	22%	14%		14%		0%	
Tier 2 Supplier Contract Awards	Number	Value	% of Total Number	% of Total Value		Previous Reporting Period % of Total Value		Difference in Period	
Contracts Awarded to Local Company	50	£15,125,169	12%	6%		6%		0%	
Contracts Awarded to an SME	75	£7,870,339	3%	3%		3%		0%	
Contracts Awarded to a Local SME	17	£1,959,424	1%	1%		1%		0%	
Community Benefit Outcomes - Cumulative	Overall Number of Benefits Committed	Benefits Delivered	Benefits In Progress	Benefits Not Started	Benefit Outcome Delayed	Benefit Outcome Substituted	Benefit Outcomes 'Not Delivered' In Reporting Period	Benefit Outcomes Committed within Reporting Period	Benefit Outcomes Delivered within Reporting Period
Targeted Recruitment and Employment - Category Total	218	164	17	20	1	10	0	1	1
New Entrants – City Deal Priority Groups	60	47	10	1	0	2	0	1	0
New Entrant Graduate - Full Time (from Priority Group)	25	17	4	4	0	0	0	0	0
New Entrants – Council Programme or Initiative	68	50	3	6	1	7	0	0	1
New Start - Apprentice (from Priority Group)	43	30	0	9	0	1	0	0	0
Apprentice - Transferred	22	20	0	0	0	0	0	0	0
Targeted Skills & Training - Category Total	663	421	102	74	18	27	4	6	6
Work Experience Placement - Non School	102	57	22	18	0	2	0	3	6
Work Experience Placement - School	193	117	25	25	9	12	0	1	0
Work Experience Placement - Foundation Apprenticeship	5	3	2	0	0	0	0	0	0
Careers Event	134	92	17	18	2	2	1	0	0
Workplace Visit	161	127	14	6	6	2	3	2	0
School Mentoring or Enterprise Programme	38	16	10	5	1	2	0	0	0
MCR Pathways 1-2-1 Mentoring Programme	11	3	4	2	0	2	0	0	0
Taster Session - Delivery Partner Programme	17	5	7	0	0	5	0	0	0
Volunteering Opportunity - City Deal Priority Group	1	1	0	0	0	0	0	0	0
Training Programme	1	0	1	0	0	0	0	0	0
Supply Chain Development - Category Total	80	56	10	5	0	2	0	1	1
Supply Chain Briefing with SME's	51	35	7	2	0	2	0	1	0
Business Mentoring for a SME's	28	20	3	3	0	0	0	0	1
Business Mentoring with Social Enterprise	1	1	0	0	0	0	0	0	0
Vocational Training Qualification Total	174	133	32	2	0	5	0	0	0
Non-Financial Support for a Community Project	114	82	12	8	2	5	3	2	0
Totals - Non Financial Interventions	1249	856	173	109	21	49	7	10	8
Financial Support for a Community Project	£99,000	£87,000	£3,000	£6,000	£0	£1,000	£0	£5,000	£2,000
* Difference due to error using auto calculation in excel rectified this cycle									

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Value with Voluntary Community Benefit	£674,780		£4,754,439		£5,429,219		£5,429,219	£0	
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Value with No Community Benefit	£3,412,104		£8,981,604		£12,393,708		£10,312,755	£2,080,953	
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Tier 2 Supplier Contract Awards	Number	Value	% of Total Number	% of Total Value		Previous Reporting Period % of Total Value		Difference in Period	
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Contracts Awarded to an SME	75	£7,870,339	3%	3%		3%		0%	
Contracts Awarded to a Local SME	17	£1,959,424	1%	1%		1%		0%	
Community Benefit Outcomes - Cumulative	Overall Number of Benefits Committed	Benefits Delivered	Benefits In Progress	Benefits Not Started	Benefit Outcome Delayed	Benefit Outcome Substituted	Benefit Outcomes 'Not Delivered' In Reporting Period	Benefit Outcomes Committed within Reporting Period	Benefit Outcomes Delivered within Reporting Period
Targeted Recruitment and Employment - Category Total	218	164	17	20	1	10	0	1	1
New Entrants – City Deal Priority Groups	60	47	10	1	0	2	0	1	0
New Entrant Graduate - Full Time (from Priority Group)	25	17	4	4	0	0	0	0	0
New Entrants – Council Programme or Initiative	68	50	3	6	1	7	0	0	1
New Start - Apprentice (from Priority Group)	43	30	0	9	0	1	0	0	0
Apprentice - Transferred	22	20	0	0	0	0	0	0	0
Targeted Skills & Training - Category Total	663	421	102	74	18	27	4	6	6
Work Experience Placement - Non School	102	57	22	18	0	2	0	3	6
Work Experience Placement - School	193	117	25	25	9	12	0	1	0
Work Experience Placement - Foundation Apprenticeship	5	3	2	0	0	0	0	0	0
Careers Event	134	92	17	18	2	2	1	0	0
Workplace Visit	161	127	14	6	6	2	3	2	0
School Mentoring or Enterprise Programme	38	16	10	5	1	2	0	0	0
MCR Pathways 1-2-1 Mentoring Programme	11	3	4	2	0	2	0	0	0
Taster Session - Delivery Partner Programme	17	5	7	0	0	5	0	0	0
Volunteering Opportunity - City Deal Priority Group	1	1	0	0	0	0	0	0	0
Training Programme	1	0	1	0	0	0	0	0	0
Supply Chain Development - Category Total	80	56	10	5	0	2	0	1	1
Supply Chain Briefing with SME's	51	35	7	2	0	2	0	1	0
Business Mentoring for a SME's	28	20	3	3	0	0	0	0	1
Business Mentoring with Social Enterprise	1	1	0	0	0	0	0	0	0
Vocational Training Qualification Total	174	133	32	2	0	5	0	0	0
Non-Financial Support for a Community Project	114	82	12	8	2	5	3	2	0
Totals - Non Financial Interventions	1249	856	173	109	21	49	7	10	8
Financial Support for a Community Project	£99,000	£87,000	£3,000	£6,000	£0	£1,000	£0	£5,000	£2,000
* Difference due to error using auto calculation in excel rectified this cycle									

Appendix 5B: MEMBER AUTHORITY CONTRACT AND COMMUNITY BENEFIT OUTCOME PROGRAMME SUMMARY (Part A – EDC, ERC, GCC & IC)

GCR Member Authority Contract & Community Benefit Outcome Reporting - Q2 2021/22	East Dunbartonshire						East Renfrewshire						Glasgow City						Inverclyde									
Cumulative - Tier 1 Supplier Contract Awards	Number	Value	% of Total Number	% of Total Value	Difference in Period		Number	Value	% of Total Number	% of Total Value	Difference in Period		Number	Value	% of Total Number	% of Total Value	Difference in Period		Number	Value	% of Total Number	% of Total Value	Difference in Period					
All Contracts Awarded	0	£0			£0		74	£12,003,118			£0		80	£138,910,615			£0		16	£15,795,938			£0					
Contracts >£50K Value	0	£0			£0		12	£10,847,924	16%	90%	£0		59	£138,347,848	74%	99.59%	£0		8	£15,662,582	50%	99.16%	£0					
Contracts >£50K Value with No Community Benefit	0	£0			£0		0	£0	0%	0%	£0		3	£535,581	4%	0%	£0		6	£869,582	38%	6%	£0					
Contracts Awarded to Local Company	0	£0			£0		56	£11,754,492	76%	98%	£0		40	£65,153,637	50%	47%	£0		9	£6,529,509	56%	41%	£0					
Contracts Awarded to an SME	0	£0			£0		18	£7,328,864	24%	61%	£0		28	£28,850,266	35%	21%	£0		10	£9,768,611	63%	62%	£0					
Contracts Awarded to a Local SME	0	£0			£0		14	£74,314,164	19%	619%	£0		17	£17,573,285	21%	13%	£0		6	£680,741	38%	4%	£0					
Supported Business	0	£0			£0		0	£0	0%	0%	£0		0	£0	0%	0%	£0		0	£0	0%	0%	£0					
Social Enterprise	0	£0			£0		0	£0	0%	0%	£0		0	£0	0%	0%	£0		0	£0	0%	0%	£0					
Cumulative Community Benefit Outcomes Status	Committed	Delivered	In Progress	Not Started	Delayed	Substituted	Not Delivered	Committed	Delivered	In Progress	Not Started	Delayed	Substituted	Not Delivered	Committed	Delivered	In Progress	Not Started	Delayed	Substituted	Not Delivered	Committed	Delivered	In Progress	Not Started	Delayed	Substituted	Not Delivered
Targeted Recruitment and Employment - Total	0	0	0	0	0	0	0	13	12	1	0	0	0	0	86	67	16	1	0	0	4	23	10	0	13	0	0	0
New Entrants – City Deal Priority Groups	0	0	0	0	0	0	0	3	3	0	0	0	0	0	29	19	10	0	0	0	0	3	3	0	0	0	0	0
New Entrant Graduate - Full Time (from Priority Group)	0	0	0	0	0	0	0	2	1	1	0	0	0	0	16	12	3	1	0	0	0	3	2	0	1	0	0	0
New Entrants – Council Programme or Initiative	0	0	0	0	0	0	0	3	3	0	0	0	0	0	31	26	3	0	0	0	2	8	3	0	5	0	0	0
New Start - Apprentice (from Priority Group)	0	0	0	0	0	0	0	1	1	0	0	0	0	0	6	6	0	0	0	0	2	9	2	0	7	0	0	0
Apprentice - Transferred	0	0	0	0	0	0	0	4	4	0	0	0	0	0	4	4	0	0	0	0	0	0	0	0	0	0	0	0
Targeted Skills & Training -Total	0	0	0	0	0	0	0	74	71	0	2	1	0	0	398	242	100	25	0	19	12	10	3	0	0	0	4	3
Work Experience Placement - Non School	0	0	0	0	0	0	0	1	0	0	1	0	0	0	75	43	22	8	0	0	2	0	0	0	0	0	0	0
Work Experience Placement - School	0	0	0	0	0	0	0	15	14	0	0	1	0	0	108	69	25	3	0	9	2	2	1	0	0	0	1	0
Work Experience Placement - Foundation Apprenticeship	0	0	0	0	0	0	0	3	3	0	0	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0
Careers Event	0	0	0	0	0	0	0	7	7	0	0	0	0	0	100	68	16	12	0	2	2	2	2	0	0	0	0	0
Site Visit	0	0	0	0	0	0	0	47	47	0	0	0	0	0	69	52	14	0	0	0	3	5	0	0	0	0	2	3
School Mentoring or Enterprise Programme	0	0	0	0	0	0	0	1	0	0	1	0	0	0	15	1	10	0	0	1	3	1	0	0	0	0	1	0
MCR Pathways 1-2-1 Mentoring Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11	3	4	2	0	2	0	0	0	0	0	0	0	0
Taster Session - Delivery Partner Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17	5	7	0	0	5	0	0	0	0	0	0	0	0
Volunteering Opportunity - City Deal Priority Group	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Training Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Supply Chain Development - Total	0	0	0	0	0	0	0	10	8	0	2	0	0	0	47	33	7	0	0	0	4	2	0	0	0	0	1	1
Supply Chain Briefing with SME's	0	0	0	0	0	0	0	9	8	0	1	0	0	0	27	17	7	0	0	0	3	1	0	0	0	0	1	0
Business Mentoring for a SME's	0	0	0	0	0	0	0	1	0	0	1	0	0	0	20	16	0	0	0	0	1	1	0	0	0	0	0	1
Business Mentoring with Social Enterprise	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vocational Training Qualification Total	0	0	0	0	0	0	0	12	12	0	0	0	0	0	60	26	32	0	0	0	2	0	0	0	0	0	0	0
Non-Financial Support for a Community Project	0	0	0	0	0	0	0	11	11	0	0	0	0	0	67	49	11	1	0	2	4	4	4	0	0	0	0	0
Totals - Non Financial Interventions	0	0	0	0	0	0	0	120	114	1	4	1	0	0	658	417	166	27	0	21	26	39	17	0	13	0	5	4
Financial Support for a Community Project (£Ks)	0	0	0	0	0	0	0	£8K	£8K	0	0	0	0	0	£72K	£69k	£3K	0	0	0	0	£4K	£1K	0	0	0	£1K	£2K

Appendix 5B: MEMBER AUTHORITY CONTRACT AND COMMUNITY BENEFIT OUTCOME PROGRAMME SUMMARY (Part B – NLC, RC, SLC & WDC)

GCR Member Authority Contract & Community Benefit Outcome Reporting - Q2 2021/22	North Lanarkshire							Renfrewshire							South Lanarkshire							West Dunbartonshire						
Cumulative - Tier 1 Supplier Contract Awards	Number	Value		% of Total Number	% of Total Value	Difference in Period		Number	Value		% of Total Number	% of Total Value	Difference in Period		Number	Value		% of Total Number	% of Total Value	Difference in Period		Number	Value		% of Total Number	% of Total Value	Difference in Period	
All Contracts Awarded	100	£11,503,620				£2,385,978		62	£33,659,939				£0		66	£36,932,485				£1,900,000		3	£359,627				£0	
Contracts >£50K Value	22	£10,685,086		22%	93%	£2,385,979		25	£32,678,625		40%	97%	£0		27	£36,123,083		41%	98%	£1,718,810		2	£339,670		67%	94%	£0	
Contracts >£50K Value with No Community Benefit	8	£1,383,479		8%	12%	£50,000		7	£707,859		11%	2%	£0		11	£4,515,623		17%	12%	£1,900,000		1	£120,567		33%	34%	£0	
Contracts Awarded to Local Company	71	£7,979,608		71%	69%	£3,598		13	£1,204,667		21%	4%	£0		49	£22,876,410		74%	62%	£0		2	£339,670		67%	94%	£0	
Contracts Awarded to an SME	36	£1,639,672		36%	14%	£55,700		13	£17,716,114		21%	53%	£0		33	£16,577,760		50%	45%	£0		0	£0		0%	0%	£0	
Contracts Awarded to a Local SME	27	£1,396,511		27%	12%	£50,000		6	£795,524		10%	2%	£0		22	£7,251,391		33%	20%	£0		0	£0		0%	0%	£0	
Supported Business	0	£0		0%	0%	£0		0	£0		0%	0%	£0		0	£0		0%	0%	£0		0	£0		0%	0%	£0	
Social Enterprise	0	£0		0%	0%	£0		0	£0		0%	0%	£0		0	£0		0%	0%	£0		0	£0		0%	0%	£0	
Cumulative Community Benefit Outcomes Status	Committed	Delivered	In Progress	Not Started	Delayed	Substituted	Not Delivered	Committed	Delivered	In Progress	Not Started	Delayed	Substituted	Not Delivered	Committed	Delivered	In Progress	Not Started	Delayed	Substituted	Not Delivered	Committed	Delivered	In Progress	Not Started	Delayed	Substituted	Not Delivered
Targeted Recruitment and Employment - Total	17	8	0	6	1	2	0	28	26	0	0	0	2	0	49	41	0	0	0	6	2	0	0	0	0	0	0	0
New Entrants – City Deal Priority Groups	3	0	0	1	0	2	0	2	2	0	0	0	0	0	20	20	0	0	0	0	0	0	0	0	0	0	0	
New Entrant Graduate - Full Time (from Priority Group)	2	0	0	2	0	0	0	0	0	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0	0	
New Entrants – Council Programme or Initiative	3	2	0	1	0	0	0	10	8	0	0	0	2	0	13	8	0	0	0	5	0	0	0	0	0	0	0	
New Start - Apprentice (from Priority Group)	8	5	0	2	1	0	0	15	15	0	0	0	0	0	2	1	0	0	0	1	0	0	0	0	0	0	0	
Apprentice - Transferred	1	1	0	0	0	0	0	1	1	0	0	0	0	0	12	10	0	0	0	0	2	0	0	0	0	0	0	
Targeted Skills & Training -Total	89	22	0	48	16	0	3	50	50	0	0	0	0	0	32	29	0	0	0	2	1	0	0	0	0	0	0	
Work Experience Placement - Non School	12	2	0	9	0	0	1	4	4	0	0	0	0	0	7	7	0	0	0	0	0	0	0	0	0	0	0	
Work Experience Placement - School	39	7	0	23	8	0	1	16	16	0	0	0	0	0	11	9	0	0	0	2	0	0	0	0	0	0	0	
Work Experience Placement - Foundation Apprenticeship	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Careers Event	11	2	0	6	2	0	1	6	6	0	0	0	0	0	3	3	0	0	0	0	0	0	0	0	0	0	0	
Site Visit	21	10	0	6	5	0	0	16	16	0	0	0	0	0	3	3	0	0	0	0	0	0	0	0	0	0	0	
School Mentoring or Enterprise Programme	5	0	0	4	1	0	0	8	8	0	0	0	0	0	8	7	0	0	0	0	1	0	0	0	0	0	0	
MCR Pathways 1-2-1 Mentoring Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Taster Session - Delivery Partner Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Volunteering Opportunity - City Deal Priority Group	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Training Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Supply Chain Development - Total	3	2	0	1	0	0	0	14	11	0	2	0	1	0	3	1	0	0	0	0	2	0	0	0	0	0	0	
Supply Chain Briefing with SME's	3	2	0	1	0	0	0	8	7	0	0	0	1	0	3	1	0	0	0	0	2	0	0	0	0	0	0	
Business Mentoring for a SME's	0	0	0	0	0	0	0	5	3	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Business Mentoring with Social Enterprise	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Vocational Training Qualification Total	4	2	0	2	0	0	0	26	24	0	0	0	2	0	72	69	0	0	0	3	0	0	0	0	0	0	0	
Non-Financial Support for a Community Project	15	3	1	7	2	2	0	13	13	0	0	0	0	0	3	2	0	0	0	0	1	1	0	0	0	0	0	
Totals - Non Financial Interventions	128	37	1	64	19	4	3	131	124	0	2	0	5	0	159	142	0	0	0	11	6	1	0	0	0	0	0	
Financial Support for a Community Project (£Ks)	£8K	£2K	0	£6K	0	0	0	£6K	£6K	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	

Appendix 6: PROGRAMME BENEFITS REPORTING

Benefits_Code	Benefits_Output_Outcome	Estimated Total Project Benefit by 2035	Estimated Project Benefits Delivered by Gateway Review 2 (2024)	Benefits Delivered within Reporting Period	Cumulative Benefit Delivered to Date
ENV_01	Blue Green Infrastructure (Sqm)	202,000	202,000	0.00	27593.00
ENV_02	Properties with reduced flood risk	7,178	7,178	0.00	807.00
ENV_03	Public Realm created (Ha)	37	27	0.00	3.62
ENV_04	Public Realm Enhanced (Ha)	41	40	0.00	9.79
ENV_05	Land with reduced flood risk (Ha)	2,443	2,443	0.00	382.02
ENV_06	Carriageway with reduced flood risk (KM)	35	35	0.00	3.70
TR_01	Bus Lanes (New) (Km)	0	0	0.00	0.00
TR_02	Rail Station passengers	0	0	0.00	0.00
TR_03	Rail Stations (New)	0	0	0.00	0.00
TR_04	Rail Station (Enhanced)	0	0	0.00	0.00
TR_05	Rail Track (New)	0	0	0.00	0.00
TR_06	Cycle Routes created (km)	61	48	0.00	7.47
TR_07	Cycle Routes enhanced (km)	4	4	0.00	1.25
TR_08	Junctions (New)	6	6	0.00	3.00
TR_09	Junctions (Improved)	109	95	1.00	15.00
TR_10	Pedestrian Routes created (km)	41	29	0.00	8.62
TR_11	Pedestrian Routes enhanced (km)	22	20	0.00	1.70
TR_12	Pedestrian/cycle bridges (New)	5	5	0.00	0.00
TR_13	Road Bridges (New)	4	4	0.00	1.00
TR_14	Road created (New) (Km)	25	23	0.00	4.30
TR_15	Road enhanced (Km)	39	27	0.00	6.28
TR_16	Park and Ride (new) (number of spaces)	155	155	0.00	155.00
LU_01	Total Area reclaimed, (re)developed or assembled (Ha) as a result of the project	906	548	0.00	367.92
LU_02	Total Area of Opportunity Sites (Ha)	633	369	1.04	211.84
LU_03	Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register (Ha)	166	97	0.00	11.62
FS_01	Shops [Class 1] (sqm)	246,635	177,730	0.00	0
FS_02	Financial, Professional and Other Services [Class 2] (sqm)	40,412	21,860	0.00	1,860
FS_03	Food and Drink [Class 3] (sqm)	1,760	0	0.00	0
FS_04	Business [Class 4] (sqm)	497,062	96,433	0.00	4,902
FS_05	General Industrial [Class 5] (sqm)	425,055	49,198	1,873.00	10,980
FS_06	Storage of Distribution [Class 6] (sqm)	25,500	0	0.00	0
FS_07	Hotels and Hostels [Class 7] (sqm)	0	0	0.00	0
FS_08	Residential Institutions [Class 8] (sqm)	0	0	0.00	0
FS_09	Residential (Houses and flats) [Class 9] (sqm)	666,144	130,120	0.00	0
FS_10	Non-residential Institutions [Class 10] (sqm)	9,515	9,515	0.00	5,515
FS_11	Assembly and Leisure [Class 11] (sqm)	1,655	1,655	0.00	0
FS_12	Sui Generis (sqm)	0	0	0.00	0

Benefits_Code	Benefits_Output_Outcome	Estimated Total Project Benefit by 2035	Estimated Project Benefits Delivered by Gateway Review 2 (2024)	Benefits Delivered within Reporting Period	Cumulative Benefit Delivered to Date
FS_13	Visitor Centre (New)	0	0	0.00	0
FS_14	Visitors to the Visitor Centre	0	0	0.00	0
HOUS_01	No of New Residential Units (HLAA2018.CAPACITY)	21,201	9,856	56.00	2,097
HOUS_02	Number of New Private Housing Units (HLAA TENURE.PRIV)	7,594	4,464	30.00	1,591
HOUS_03	Number of New Affordable Housing Units (HLAA TENURE.INT)	951	1,171	0.00	230
HOUS_04	Number of New Social Housing Units (HLAA TENURE.SR)	107	50	0.00	0
EMP_01	Total Gross Construction PYE by 2035	36,231		0.00	83
EMP_02	Total Net Additional Construction PYE by 2035	19,758		0.00	0
EMP_03	Gross Operational FTEs by 2035	24,707		0.00	0
EMP_04	Net Additional Operational FTEs by 2035	13,624		0.00	0
GVA_GCR_01	Net Additional GVA by 2035 (£m)	4,172		0.00	0
GVA_GCR_02	Net additional GVA over 25 year period (£m)	6,510		0.00	0
GVA_SCOT_01	Net Additional GVA by 2035 (£m)	4,573		0.00	0
GVA_SCOT_02	Net additional GVA over 25 year period (£m)	6,824		0.00	0
OFL_01	Direct Project Private Sector Investment by 2035 (£m)	72		0.00	1.90
OFL_02	Net Additional Private Sector Investment (Follow-on developments) by 2035 (£)	2,292		0.00	0.00
OFL_03	Total Combined Follow-on and direct project Private Sector Investment.	2,288		0.00	1.90
OFL_04	Othe Public Sector Investment Leveraged	2		0.00	38,000,000.00
BCR_01	Value of Benefits (£m) (Net additional GVA at GCR over 25 years	6,512		0.00	0
BCR_02	Value of costs (Total public sector costs) (£m) at GCR over 25 years	1,086		0.00	0
BCR_03	BCR at GCR over 25 years	6		0.00	0

Appendix 7: EXPECTED SPEND VS BUSINESS CASE APPROVALS BY PROJECT

CITY DEAL INFRASTRUCTURE FINANCIAL MONITORING														
ACTUAL SPEND vs BUSINESS CASE APPROVALS BY PROJECT														
AS AT 30 SEPTEMBER 2021														
Infrastructure Authority/Project	Estimated Project Funding £	Projected Cumulative Spend £	Previous Years Spend £	Actual Spend 2021/22 £	CTD Actual Spend £	Profiled Spend to Q2 2021/22 £	Expected Spend 2021/22 £	Baseline 2021/22 £	Cumulative Projected Spend to 2021/22 £	5 Year Projected Spend 2020/21 to 2024/25 £	Funding Allowed through Business Case Stage Approvals £	Previous Years Grant Allocation £	Estimated Grant Allocation 2021/22 £	Cumulative grant/ cumulative projected spend £
ERC M77 Strategic Corridor	44,000,000	46,765,839	12,988,257	235,850	13,224,107	274,000	6,219,232	875,000	19,207,489	35,476,798	11,612,480			
	44,000,000	46,765,839	12,988,257	235,850	13,224,107	274,000	6,219,232	875,000	19,207,489	35,476,798	11,612,480	12,688,000	238,000	67%
Glasgow Canal and North (Sighthill)	73,390,000	73,357,000	67,427,046	4,054,000	71,481,046	4,029,056	3,961,078	4,029,056	71,388,124	16,002,329	83,393,000			
Glasgow Canal and North	15,900,000	15,941,000	8,107,954	-	8,107,954	1,032,002	1,965,922	2,060,280	10,073,876	8,826,867	-			
Glasgow City Centre	115,520,000	115,331,000	14,769,307	577,694	15,347,001	891,297	2,725,000	2,648,562	17,494,307	52,690,000	24,171,000			
Glasgow Clyde and Waterfront	113,900,000	113,860,000	9,337,651	1,331,149	10,668,800	1,674,772	6,740,000	6,774,666	16,077,651	85,513,000	10,055,000			
Glasgow Collegelands	27,000,000	26,962,000	6,902,918	141,082	7,044,000	303,922	232,000	654,127	7,134,918	20,840,000	6,488,000			
Glasgow MGSDP	40,200,000	40,157,306	26,375,306	4,051,694	30,427,000	2,529,181	6,679,000	4,795,359	33,054,306	21,782,000	34,933,000			
Total Glasgow	385,910,000	385,608,306	132,920,182	10,155,619	143,075,801	10,460,230	22,303,000	20,962,050	155,223,182	205,654,196	159,040,000	121,113,000	6,706,000	82%
Inchgreen	9,427,000	9,426,269	53,669	8,000	61,669	100,000	4,500,000	2,350,000	4,553,669	9,397,669	230,000			
Inverkip	3,250,000	3,250,000	18,000	-	18,000	-	200,000	100,000	218,000	3,232,000	260,000			
Ocean Terminal	14,137,000	9,700,000	4,478,978	12,400	4,491,378	2,445,000	4,630,000	5,830,000	9,108,978	5,300,928	9,693,000			
Total Inverclyde	26,814,000	22,376,269	4,550,647	20,400	4,571,047	2,545,000	9,330,000	8,280,000	13,880,647	17,930,597	10,183,000	4,781,000	3,677,000	61%
North Lanarkshire A8/M8	6,634,316	6,487,452	325,498	31,943	357,441	90,499	210,615	215,988	536,113	6,224,660	4,484,000			
North Lanarkshire Gartcosh/Glenboig	6,223,205	6,034,248	6,024,611	6,430	6,031,041	5,817	9,637	18,900	6,034,248	354,667	7,317,204			
North Lanarkshire Pan Orbital Transport Corridor	159,605,479	159,761,274	4,640,179	5,337,978	9,978,157	5,712,070	10,972,788	11,523,119	15,612,967	93,540,088	14,136,000			
Total North Lanarkshire	172,463,000	172,282,974	10,990,288	5,376,351	16,366,639	5,808,386	11,193,040	11,758,007	22,183,328	100,119,415	25,937,204	9,771,000	9,788,000	88%
Renfrewshire CWRR	90,636,000	90,636,000	15,670,434	230,000	15,900,434	5,083,119	10,514,000	17,799,672	26,184,434	75,564,000	90,636,000			
Renfrewshire GAIAR	39,049,000	39,049,000	29,073,141	3,526,859	32,600,000	4,514,534	8,386,000	8,386,070	37,459,141	17,195,859	39,049,000			
Total Renfrewshire	129,685,000	129,685,000	44,743,575	3,756,859	48,500,434	9,597,653	18,900,000	26,185,742	63,643,575	92,759,859	129,685,000	42,329,000	5,799,000	76%
South Lanarkshire Cathkin Relief Road	19,028,457	16,000,168	14,671,300	2,037	14,673,337	53,280	1,278,396	1,278,280	15,949,696	1,420,593	21,628,000			
South Lanarkshire Council Community Growth Areas	60,300,000	60,300,000	15,554,564	20,325	15,574,889	-	3,891,627	3,891,627	19,446,191	45,064,812	23,876,000			
South Lanarkshire Greenhills	27,688,011	27,688,011	22,749,900	1,167,781	23,917,681	2,330,000	3,597,739	3,843,150	26,347,639	12,133,517	25,688,011			
South Lanarkshire Stewartfield Way	62,212,230	62,212,230	373,737	9,109	382,846	49,900	150,000	549,900	523,737	20,830,400	1,205,500			
South Lanarkshire Total	169,228,698	166,200,409	53,349,501	1,199,252	54,548,753	2,433,180	8,917,762	9,562,957	62,267,263	79,449,322	72,397,511	49,202,000	2,780,000	83%
West Dunbartonshire -EXXON	27,897,000	27,897,000	2,235,924	228,750	2,464,674	200,000	610,555	610,000	2,846,479	20,151,666	9,601,000	2,127,000	320,000	86%
Airport Link	144,294,000	144,294,000	2,933,025	108,990	3,042,015	280,000	560,000	560,000	3,493,025	3,560,000	15,149,000	2,934,000	559,000	100%
EDC - Place and Growth	30,000,000	34,881,000	109,302	136,585	245,887	54,650	300,000	109,302	409,302	5,419,802	700,000	55,000	133,000	46%
TOTAL INFRASTRUCTURE	1,130,291,698	1,129,990,797	264,820,701	21,218,656	286,039,357	31,653,098	78,333,589	78,903,058	343,154,290	560,521,655	434,305,195	245,000,000	30,000,000	80%

Appendix 8: PROJECT FUNDING AND ACTUAL SPEND VS GRANT DRAWDOWN

CITY DEAL INFRASTRUCTURE FINANCIAL MONITORING											
PROJECT FUNDING AND ACTUAL SPEND vs GRANT DRAWDOWNS											
AS AT 30 SEPTEMBER 2021											
Infrastructure Authority/Project	Projected Cumulative Spend £	Previous Years Spend and Expected Spend 2021/22 £	Estimated Grant Allocation 21/22 £	Final Grant Allocation Cumulative to 21/22 £	Previous Years Total Claim £	Q1 Claim to June 2021 £	Q2 Claim to Sept 2021 £	Q3 Claim to Dec 2021 £	Q4 Claim to Mar 2022 £	Total Claim 2021/22 £	Cumulative Claim to date £
ERC M77 Strategic Corridor	46,765,839	19,207,489	238,000	12,926,000	13,091,227	122,307	105,542			227,849	13,319,076
Glasgow Canal and North	89,298,000	81,462,000			75,535,534	3,075,757	977,827			4,053,584	79,589,118
Glasgow City Centre	115,331,000	17,494,307			14,769,322	275,176	303,405			578,581	15,347,903
Glasgow Clyde and Waterfront	113,860,000	16,077,651			9,337,366	475,646	856,189			1,331,835	10,669,201
Glasgow Collegelands	26,962,000	7,134,918			6,902,470	129,400	13,056			142,456	7,044,926
Glasgow MGSDP	40,157,306	33,054,306			26,370,313	2,857,431	1,167,984			4,025,415	30,395,728
Total Glasgow	385,608,306	155,223,182	6,706,000	127,819,000	132,915,005	6,813,410	3,318,461	-	-	10,131,871	143,046,876
Inchgreen	9,426,269	4,553,669			53,669	8,000	-	-		8,000	61,669
Inverkip	3,250,000	218,000			18,000	-	-	-	-	-	18,000
Ocean Terminal	9,700,000	9,108,978			4,478,978	12,400				12,400	4,491,378
Total Inverclyde	22,376,269	13,880,647	3,677,000	8,458,000	4,550,647	20,400	-	-	-	20,400	4,571,047
North Lanarkshire A8/M8	6,487,452	536,113			325,499	902	31,041			31,943	357,442
North Lanarkshire Gartcosh/Glenboig	6,034,248	6,034,248			6,024,612	4,143	2,287			6,430	6,031,042
North Lanarkshire Pan Orbital Transport Corridor	159,761,274	15,612,967			4,640,179	3,100,404	2,237,573			5,337,977	9,978,156
Total North Lanark	172,282,974	22,183,328	9,788,000	19,559,000	10,990,290	3,105,449	2,270,901	-	-	5,376,350	16,366,640
Renfrewshire CWRR	90,636,000	26,184,434			15,669,927	151,267	78,400			229,667	15,899,594
Renfrewshire GAIAR	39,049,000	37,459,141			29,072,550	2,814,591	676,936			3,491,527	32,564,077
Total Renfrewshire	129,685,000	63,643,575	5,799,000	48,128,000	44,742,477	2,965,858	755,336	-	-	3,721,194	48,463,671
South Lanarkshire Cathkin Relief Road	16,000,168	15,949,696			14,671,300	1,240	797			2,037	14,673,337
South Lanarkshire Council Community Growth Areas	60,300,000	19,446,191			15,524,699	10,921	10,334			21,255	15,545,954
South Lanarkshire Greenhills	27,688,011	26,347,639			22,749,898	919,304	248,478			1,167,782	23,917,680
South Lanarkshire Stewartfield Way	62,212,230	523,737			373,738	118	8,990			9,108	382,846
South Lanarkshire Total	166,200,409	62,267,263	2,780,000	51,982,000	53,319,635	931,583	268,599	-	-	1,200,182	54,519,817
West Dunbartonshire -EXXON	27,897,000	2,846,479	320,000	2,447,000	2,306,084	78,380	149,720			228,100	2,534,184
											-
Airport Link	144,294,000	3,493,025	559,000	3,493,000	2,933,550	-	-	-	-	-	2,933,550
EDC Place and Growth	34,881,000	409,302	133,000	188,000	109,161	48,020	88,127			136,147	245,308
											-
TOTAL INFRASTRUCTURE	1,129,990,797	343,154,290	30,000,000	275,000,000	264,958,076	14,085,407	6,956,686	-	-	21,042,093	286,000,169

Appendix 9: PMO BUDGET 2021/22

Glasgow City Region - City Deal Programme Management Office Budget 2021/22						
as at 23 September 2021						
Title	Original Approved Budget 2021/22	Additional Approvals	Revised Budget 2021/22	Actual Costs to 23 September 2021	Projected Costs 2021/22	Budget Variance
Total PMO Salary Costs	1,207,771	0	1,207,771	582,488	1,122,507	-85,264
Third Party Costs	70,836	584,791	655,627	34,200	650,411	-5,216
Internal Audit Fees	21,216		21,216	0	21,000	-216
External Audit	8,620		8,620	0	8,620	0
Marketing	11,000		11,000	0	6,000	-5,000
Intelligence Hub	30,000		30,000	2,400	30,000	0
RRRF Projects		584,791	584,791	31,800	584,791	0
Others	10,700		10,700	308	5,600	-5,100
Provisions	2,200		2,200	308	1,100	-1,100
Supplies	4,500		4,500	0	2,500	-2,000
Training	4,000		4,000	0	2,000	-2,000
Total PMO, Intelligence Hub and Portfolio Development Actual and Projected Spend	1,289,307	584,791	1,874,098	616,996	1,778,518	-95,580
						0
RRRF Grant		584,791	584,791	584,791	584,791	0
Funding from Member Authorities 21/22	1,289,307		1,289,307	0	1,289,307	0
Total Funding	1,289,307		1,874,098	584,791	1,874,098	0
<i>*There is also a £274k carry forward from 2020/21</i>						
<i>Under the scheme of delegation approved by Cabinet on 11 August 2020, the Director is granted delegated authority by Cabinet to approve all PMO expenditure within the categories included within the PMO's Annual Budget once approved by Cabinet, ensuring that where goods and services are procured, this is undertaken in line with Glasgow City Council's (the Lead Authority) procurement requirements.</i>						

Appendix 10: Change Control Requests Summary

Main Project	No.	Sub Project	CURRENT FBC CEG Approval Date	PROPOSED FBC CEG Approval Date	DELAY	CURRENT Construction End	PROPOSED Construction End	DELAY
Canal and North Gateway	1.	NGIWMS: Cowlairs Link	20/05/2021	Aug 2022	+ 15 months	May 2022	Aug 2023	+ 15 months
	2.	Port Dundas: Dobbies Loan	Aug 2022	Dec 2022	+ 4 months	Aug 2023	Dec 2023	+ 4 months
Collegelands Calton Barras	3.	Meat Market Roads and Infrastructure	29/07/2021	31/07/2022	+ 12 months	Aug 2022	Aug 2023	+ 12 months
	4.	CBAP: Development Deficit Grant Scheme	20/01/2022	Nov 2022	10 months	Sep 2023	Jul 2024	10 months
City Centre Enabling Infrastructure Integrated Public Realm	5.	Block A - Argyle St West (M8-Hope Street) & <i>Cambridge Street</i>	23/09/2021	Jan 2022	+4 months	Oct 2023	Feb 2024	+4 months
	6.	Block A - Kyle Street - North Hanover Street	Dec 2021	Aug 2022	+8 months	Nov 2023	July 2024	+8 months
	7.	Block A - <i>New City Road (formerly the second phase of The Underline)</i>	23/09/2021	TBC	TBC	Jun 2023	TBC	TBC
	8.	Block A - Sauchiehall Street Precinct	28/10/2021	Apr 2022	+6 months	Jun 2023	Dec 2023	+6 months
	9.	Block B - Holland Street/Pitt St	25/11/2021	Aug 2022	+9 months	Aug 2023	May 2024	+9 months
Metropolitan Glasgow Strategic Drainage Partnership	10.	Hillington/Cardonald SWMP - Ph 2	29/07/2021	01/12/2021	+4 months	Apr 2022	Aug 2022	+4 months
	11.	Cockenzie St SWMP	Dec 2021	Feb 2022	+2 months	Sep 2022	Nov 2022	+2 months
	12.	Eastern Springburn SWMP	Feb 2022	Apr 2022	+2 months	Dec 2022	Feb 2023	+2 months
	13.	High Knightswood/Netherton SWMP	Mar 2022	Jun 2022	+3 months	Dec 2022	Mar 2023	+3 months
Clyde Waterfront West End Innovation Quarter	14.	Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm	26/08/2021	Apr 2022	+8 months	Apr 2023	Dec 2023	+8 months
	15.	Develop. Econ. Role of GU - University Avenue and Campus Connections	Mar 2023	Mar 2024	+12 months	Apr 2024	Apr 2025	+12 months
	16.	Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge	Oct 2022	Oct 2023	+12 months	Nov 2023	Nov 2024	+12 months
	17.	Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link	Sep 2023	Sep 2024	+12 months	Sep 2024	Sep 2025	+12 months
	18.	Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link	Apr 2022	Jun 2022	+2 months	May 2023	Jul 2023	+2 months
	19.	Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge	Sep 2023	Sep 2024	+12 months	Oct 2024	Oct 2025	+12 months
	20.	Investing in the Strategic Road Network to Unlock Development (M8 Jct19)	Feb 2023	Feb 2024	+12 months	Feb 2024	Mar 2025	+12 months
	21.	Develop. Econ. Role of QEUH adjacencies - Development Deficit Funding 1 (<i>Now Clyde Waterfront Innovation Campus: Site Remediation and Services</i>)	Jun 2022	Aug 2023	+12 months	Dec 2023	Feb 2025	+12 months
	22.	Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 2 (<i>now Water Row Grant Award</i>)	17/06/2021	Nov 2021	+5 months	Aug 2023	Jan 2024	+5 months
	23.	Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3 (<i>Now Clyde Waterfront Innovation Campus: Site Remediation and Services</i>)	Jun 2022	Aug 2023	+12 months	Dec 2023	Feb 2025	+12 months
	24.	Developing the Economic Role of QEUH and Adjacencies - Access Improvements (<i>Now Clyde Waterfront Innovation Campus: Access and Connectivity</i>)	Jun 2022	Aug 2023	+12 months	Dec 2023	Feb 2025	+12 months
	25.	Developing the Economic Role of Yorkhill Hospital Site	Aug 2023	Aug 2024	+12 months	Aug 2024	Aug 2025	+12 months
	26.	CGAP Development Deficit Funding – Commercial Floorspace 1 (<i>now Water Row Grant Award</i>)	25/02/2021	Nov 2021	+8 months	Feb 2022	Oct 2022	+8 months
	27.	Access and Integrity of Waterfront The Briggait/Lancefield Quay	Apr 2023	Apr 2024	+12 months	Nov 2024	Nov 2025	+12 months
	28.	Access and Integrity of Waterfront - Yorkhill Quay	Apr 2023	Apr 2024	+12 months	May 2024	May 2025	+12 months
	29.	Access and Integrity of Waterfront - Windmillcroft Quay	28/10/2021	Aug 2022	+9 months	Jun 2023	Mar 2024	+9 months
	30.	Access and Integrity of Waterfront - SEC - Active Travel	Mar 2023	Mar 2024	+12 months	Apr 2025	Apr 2026	+12 months
	31.	Access and Integrity of Waterfront - Custom House Quay	Mar 2023	Oct 2023	+7 months	Mar 2025	Oct 2025	+7 months
	32.	Access and Integrity of Waterfront - Calton Place	Mar 2023	Oct 2023	+7 months	Mar 2025	Oct 2025	+7 months
	33.	Improving Connectivity between GU and QEUH - Govan-Partick Bridge	17/06/2021	Nov 2021	+5 months	Apr 2023	Sep 2023	+5 months
	34.	Improving Connectivity between GU and QEUH- Active Travel Route (South) (<i>Now Clyde Waterfront Innovation Campus: Access and Connectivity</i>)	Jun 2022	Aug 2023	+14 months	Dec 2023	Feb 2025	+14 months
Pan Lan Orbital Corridor	35.	East Airdrie Link Road	Feb 2024	Dec 2024	+10 months	Sep 2026	March 2027	+6 months
	36.	Motherwell Town Centre Interchange	23/09/2021	28/10/2021	+1 months	Jul 2022		
Glasgow Airport Investment Area (GAIA)	37.		28/03/2019	FBC approved and project under construction		Oct 2021	Jan 2022	+3 months

Appendix 11: ANNUAL IMPLEMENTATION PLAN 2020/21 MONITORING (RAG STATUS DEFINITIONS IN ENDNOTES)

Ref	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
1.0	Continue to deliver existing City Deal Community Benefit Strategy and Procurement Strategies	Procurement Support Group / Legacy and Evaluation Manager	Ongoing		The existing Community Benefit and Procurement Strategies 2015 - 2020 have expired and are replaced by the Regional Sustainable Procurement Strategy approved by Cabinet on 1 June 2021.	Complete	09/06/2021
2.0	Support the development and delivery of the Glasgow City Region approach to Community Wealth Building.	Sustainable Procurement Group / Legacy and Evaluation Manager	Ongoing		The Community Wealth Building (CWB) officer supporting the PMO is developing regional approaches for all 5 pillars of CWB. At the Sustainable Procurement Strategy Group meeting on 18/12/21 the Group will receive a presentation on the approach to delivering CWB through procurement by Preston Council, and there will be a discussion with the Scottish Government about the mandating of Fair Work practices and the living wage. Work is underway to develop a regional response to the SG's consultation on a Fair Work Nation.	Green	15/11/2021
3.0	Create a Sustainable Procurement Strategy replacing the City Deal Community Benefit and Procurement Strategies	Procurement Support Group / Legacy and Evaluation Manager	Jun-21		The Regional Sustainable Procurement Strategy was approved by Cabinet on 1 June 2021 and launched at the Meet the Buyer event on 8 June 2021. This action supersedes action ref 1.0 that is now complete and for the next cycle this action will change from one to 'create' the strategy to an action to 'deliver' the new strategy with approvals sought for timelines.	Complete	09/06/2021
4.0	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		(is 00 37) has been closed however Status remains at Amber - until all of the 7 MAs who have awarded City Deal contracts are effectively utilising Cenefits system as per audit recommendation and are independently submitting updated contract and benefit information to the PMO on a quarterly basis via Section F.2 of the PSR and are updating their own information on Cenefits system in line with processes set out in the Buyers Guidance. The PMO will continue to update LOG and PSG members and to support MAs individually to address issues.	Amber	15/11/2021
5.0	Refresh GCR City Deal Guidance Documentation to reflect Sustainable Procurement Strategy	Legacy Officer	Dec-21		Status has moved from Green to Amber. Regional Sustainable Procurement Strategy Action Plan - Task 1.2.1. Sections of the Buyers Guidance and Suppliers Guidance was allocated to MAs at PSG meeting on 26 August 2021 for update to reflect the new strategy. A workshop to progress this exercise was planned for 7 October 2021 however this was cancelled by PSG Chair due to no update for sections of the Buyers Guide allocated to each MA as yet. Status will remain at Amber until proposed the PSG will discuss a revised timeline at the meeting on 18/11/21.	Amber	15/11/2021
6.0	Complete Cenefits Data Protection Impact Assessment (DPIA)	Legacy Officer	Oct-21	Dec-21	GCC's Procurement Development Manager is progressing the process to undertake a DPIA for Cenefits. It is anticipated that this process will be concluded in December 2021.	Amber	15/11/2021
7.0	Update the Benefits Realisation Dependencies Register on an ongoing basis	Legacy and Evaluation Manager	Ongoing - every Regional Partnership Meeting		The updated Dependencies Register was included within the new Regional Performance Report presented to the Regional Partnership on 27 October 2021.	Green	15/11/2021
8.0	Monitoring the delivery of benefits from City Deal infrastructure fund project benefits.	Legacy and Evaluation Manager	Quarterly		City Deal Project Benefits are included in the Quarterly GCR PMO Report.	Green	15/11/2021
9.0	Monitoring the delivery of benefits from City Deal innovation projects.	Legacy and Evaluation Manager	Quarterly		City Deal Project Benefits are included in the Quarterly GCR PMO Report. Changes to the monitoring arrangements for the projects was agreed at the Sept 21 CEG and Oct 21 Cabinet.	Complete	15/11/2021
10.0	Developing accurate mapping of City Deal benefits – both outputs and follow on developments.	Legacy and Evaluation Manager	Quarterly		Due to staffing changes within Clydeplan, the GIS resource to maintain the mapping isn't currently available. The PMO has had discussions with Clydeplan about the replacement of this resource. Clydeplan has indicated that it will be recruiting to replace the GIS resource which would allow the mapping of City Deal projects to be maintained.	Amber	15/11/2021

Ref	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
11.0	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 submitted to the PMO.		A report setting out the approach to developing a City Deal Evaluation Framework was agreed by the Chief Executives' Group on 27/2/20 and shared with the UK and Scottish Governments for feedback by 9th October 2020. The approach for evaluation of the City Deal for Gateway Review 2 was discussed at the Annual Conversation in October 2021. Further discussions with the UKG and SG to confirm arrangements for Gateway Review 2 require to take place. <i>The PMO will work with MAs to develop updated Individual project evaluation plans for the 21 City Deal Infrastructure Fund projects. The PMO will seek to conclude this exercise by the end of December 2021.</i>	Green	15/11/2021
12.0	Preparation and submission of PMO Annual Accounts 2020/21.	Finance Manager	Dec-21	Feb-22	PMO Unaudited Statements prepared and approved by FSG and CEG in June 2021 and submitted and approved by Cabinet in August 2021. Audited Accounts to be approved by Cabinet <i>February 2022.</i>	Green	15/11/2021
13.0	Preparation of Annual Statement of Grant Usage for the Employment and Skills Programme. Assessment and review of all grant claims.	Finance Manager	Jul-21	Oct-21	Received 2019/20 year end returns. Final statement of grant usage to be completed at end of the programme. MA returns provided for spend to end of July 2020. Position reported within Nov Interim Report. Finalised spend position received and final grant payments made in March 2021. Requested spend position for 2020/21 and expected to be completed in September 2021. Received 2019/20 and 2020/21 returns from MAs, consolidated figures, submitted consolidated final return on spend in 2019/20 and 2020/21 to DWP and reported in Quarter 2 Report.	Complete	18/10/2021
14.0	Financial Monitoring of the City Deal Programme Spend 2021/22 including contingency and optimism bias	Finance Manager	Quarterly		Q2 2021/22 returns received in October 2021 and reported to FSG and CEG.	Green	15/11/2021
15.0	Agreeing Infrastructure Pass Down Letters for £65m Accelerated Funds 2020/21 with Member Authorities	Finance Manager	May-21		Complete	Complete	15/07/2021
16.0	Agreeing 2021/22 Grant Letter with Scottish Government	Finance Manager	Aug-21		Received draft letter from SG April 2021. Reviewed letter and responded to Scottish Government in July 2021.	Complete	17/08/2021
17.0	Agreeing Infrastructure Pass down Letter 2021/22 with Member Authorities	Finance Manager	Dec-21		Draft pass down letter received from Legal and agreed. Grant amounts approved by Cabinet in August 2021. Pass down letters sent out in September 2021 with only one MA still to return.	Green	15/11/2021
18.0	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Finance Manager	Bi-annually		Meetings <i>scheduled for December 2021.</i>	Green	15/11/2021
19.0	Developing PMO budget for 2022/23	Finance Manager	Jan-22		Not yet commenced.	Future	13/09/2021
20.0	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report	Finance Manager	Ongoing		Received and reviewed Q2 2021/22. <i>Returns reported to FSG and CEG.</i>	Green	15/11/2021
21.0	Processing quarterly grant claims	Finance Manager	Quarterly		Received and reviewed Q2 2021/22 Returns.	Green	15/11/2021
22.0	Developing 5-year, annual and quarterly spend projections	Finance Manager	May-21		Received updates in Q2 2021/22 returns	Green	15/11/2021
23.0	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Finance Manager	Aug-21		Not yet commenced.	Future	18/10/2021
24.0	Produce Internal Audit Plan for 2021/22	Internal Audit	Apr-21		Approved by Cabinet in April 2021	Complete	11/06/2021
25.0	Audit Support Group meets	Internal Audit	May-21		Group met and reviewed Audit Plan and received individual Member Authority updates	Complete	11/06/2021
26.0	3 rd assurance audit report from 2020/21 audit plan – Grant Claim Eligibility phase 2	Internal Audit	Jun-21		Approved by Cabinet 10/08/21	Complete	19/08/2021
27.0	Follow Up Report (progress of previous audit recommendations)	Internal Audit	Jun-21		Approved by Cabinet 10/08/21	Complete	19/08/2021
28.0	Annual Governance Statement for 2020/21	Internal Audit	Jun-21		Approved by Cabinet 10/08/21	Complete	19/08/2021
29.0	Internal Audit Annual Report 2020/21	Internal Audit	Jun-21		Approved by Cabinet 10/08/21	Complete	19/08/2021
30.0	1 st assurance audit report from 2021/22 audit plan – Business Continuity and Resilience	Internal Audit	Oct-21	Dec-21	Terms of Reference Agreed and Issued to Member Authority Audit Teams. Field work complete and report submitted for Dec 21 Cabinet.	Complete	15/11/2021

Ref	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
31.0	2 nd assurance audit report from 2021/22 audit plan – Change Control and Contract Management Arrangements	Internal Audit	Oct-21	Feb-22	No update in period	Future	15/11/2021
32.0	Follow Up Report (progress of previous audit recommendations)	Internal Audit	Oct-21	Dec-21	Report submitted for Dec 21 Cabinet.	Complete	15/11/2021
33.0	Audit Support Group meets	Internal Audit	Nov-21		No update in period	Future	15/11/2021
34.0	3 rd assurance audit report from 2021/22 – Equality Impact Assessments	Internal Audit	Feb-22	Apr-22	No update in period	Future	15/11/2021
35.0	4 th assurance audit report from 2021/22 – Anti-Bribery, Corruption and Fraud Arrangements	Internal Audit	Apr-22		No update in period	Future	15/11/2021
36.0	Co-ordinate GCR Communication and Marketing Group meetings	Communication and Marketing Manager	4 February, 31 March, 26 May, 4 August, 29 September, 3 December		Meetings for 2021 scheduled.	Complete	11/06/2021
37.0	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Communication and Marketing Manager	Ongoing		Version for 2021 developed. Diarised to review / update. Ongoing.	Green	15/11/2021
38.0	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		In the last period, a media release was issued on the Energy Retrofit programme. Extensive media coverage and interest generated on the Retrofit proposals, including on STV news and local Housing publications. Discussions underway on future high profile coverage. A new format GCR e-newsletter was issued in September.	Green	15/11/2021
39.0	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		A new GCR Content Style Guide produced and issued to the team in May, with a briefing including guidance on agreed approaches for out of office, email signature and key approaches for language / terminology. A reminder was also provided regarding the Scottish Government Accessibility Guidelines for documents issued and made available online.	Complete	22/07/2021
40.0	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		Progressing monthly. Establishing new social media targets including more regular posting, with improved content and graphics.	Green	15/11/2021
41.0	Produce annual report on Social Media and Website reach, with summary progress and recommendations going forward.	Communication and Marketing Manager	Jan-22		Report issued at first GCR Comms Group meeting of 2021 with further follow up discussion and actions. Twitter banner and content changed from City Deal to Glasgow City Region, and a new twitter handle now introduced.	Green	15/11/2021
42.0	Update the Assurance Framework	Assistant Head of Programme Management Office	Mar-22		Updates to Assurance Framework 2021 approved by CEG January 2021 and Feb Cabinet. Document shared with PLG members. Updates for 2022 will be logged throughout 2021 ahead of 2022 refresh exercise.	Green	15/11/2021
43.0	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	Assistant Head of Programme Management Office	Quarterly		New appendix included in Quarterly Report providing progress on all actions. RES updates also added to AIP reporting template. Public Health Scotland Collaboration activity integrated in AIP.	Green	15/11/2021
44.0	Develop the Annual Performance Report (April 2020 – March 2021).	Communication and Marketing Manager	Aug-21		Final draft approved at August Cabinet. Report made available online along with a number of the case studies within the report. Mini twitter campaign to promote the report, with key messaging of our significant progress.	Complete	19/08/2021
45.0	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Support Officer	Ongoing		File reorganisation underway following return of Business Support Officer. Objective Connect folders being reduced. Business Case repository developed on Objective Connect to ensure all Member Authorities can review completed business cases for knowledge exchange purposes.	Green	11/11/2021
46.0	Maintain Programme Risk Register and Issues Log	Programme Manager	Ongoing		Risk Register and Issues Log continue to be updated and a monthly basis. Circulating Risk Register and Issues Log to the Support's Group Chairs for their information and comment.	Green	11/11/2021
47.0	Develop Interim and Quarterly Programme Status Reports	Programme Manager	Monthly		Quarterly Programme Status Report continue to be updated and a quarterly basis to account for the programme/projects progress.	Green	11/11/2021

Ref	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
48.0	Maintain Overall Programme Plan	Programme Manager	Monthly		Monthly update of dashboard for inclusion in the new Programme Status Report. Most of MAs have now reviewed their programme for the Covid-19 recovery plan. Continuing assessment of present and future impact of Covid-19.	Green	11/11/2021
49.0	Complete Programme-level Lessons Learned exercises	Programme Manager	As required		Continue liaising with the MAs for the future preparation of Lessons Learned. GCC has issued a Lesson Learned from Covid-19	Green	11/11/2021
50.0	Review Project Business Cases	All PMO staff as required	Ongoing		<p>BC submitted on 17/09/2021 and approved by the delegated authority in October 2021.</p> <ul style="list-style-type: none"> NLC - PanLan Corridor: Motherwell Town Centre Interchange FBC BC submitted on 17/09/2021 for approval at CEG 25.11.2021 CEG GCC - CWWEIQ: Govan-Partick Bridge FBC <p>A number of BCs have missed their agreed and approved submission deadline:</p> <ul style="list-style-type: none"> SLC - Newton CGA - Sustainable Transport Intervention FBC (28.1.2021 CEG) IC - Inverkip Augm OBC (09.02.2021 CEG) IC - Inverkip FBC (28.08.2021 CEG) SLC - Larkhall CGA - A72 Lanark Road / M74 Signalisation FBC (27.09.2021 CEG) GCC - CCEIPR: New City Road (previously the Underline) FBC (23.9.2021 CEG) SLC - East Kilbride CGA: Jackton Primary School FBC (25.11.2021 CEG) GCC - CWWEIQ: Water Row Grant Award (including Develop. Econ. Role of QEUP and Adj - DDF 2 and CGAP DDF Commercial Floorspace 1 FBC) (25.11.2021 CEG) ERC - New Railway Station and allied works AUG OBC (25.11.2021 CEG) ERC - Dams to Darnley Visitor Facilities AUG OBC ((25.11.2021 CEG) ERC - Aurs Road Realignment FBC (25.11.2021 CEG) GCC - MGSDP - Hillington/Cardonald SWMP - Ph 3: Penilee (25.11.2021 CEG) NLC - A8 M8 CAI - Orchard Farm Roundabout OBC (25.11.2021 CEG) NLC - Stewartfield Way Transport Capacity (25.11.2021 CEG) SLC - Hamilton CGA: FBC4: Woodfoot Road/Wellhall Road Junction (25.11.2021 CEG) SLC - Hamilton CGA: FBC5: Wellhall Road/Hillhouse Road Junction (25.11.2021 CEG) SLC - Larkhall CGA: FBC5: Wellhall Road/Hillhouse Road Junction (25.11.2021 CEG) <p>BC expected to be submitted by 10/12/2021:</p> <ul style="list-style-type: none"> GCC - CCEIPR: The Underline FBC GCC - CCEIPR: Argyle St West (M8-Hope Street) & Cambridge Street GCC - CCB: Improving Public Transport: High St Station GCC - MGSDP - Hillington/Cardonald SWMP - Ph 2 	Green	11/11/2021
51.0	Deliver the actions within the Skills and Employment Portfolio Workplan	Senior Portfolio Development Lead - People (SEPG)	Ongoing		<p>RSIP Delivery Plan for 2021/22 approved by CEG on 23 Sept 2021. The Portfolio Group meetings on 21 September agreed to consolidate actions in the Work Plan which will be signed off by the group in November. The Portfolio Group intend to bring a report to CEG before the end of the year providing a full update on funding for employability, including changes to NOLB funding, challenges and implications for Portfolio working.</p> <p>The Portfolio Groups have made good progress on the Work Plan. The RSIP Delivery Plan was updated in January 2021 to reflect delays as a result of Covid-19 and new programmes.</p>	Green	15/11/2021
52.0	Deliver the actions within the Tourism and Destination Marketing Portfolio Workplan	Senior Portfolio Development Lead - People (SEPG)	Ongoing		<p>The City Region Chef Academy was approved by CEG on 29 July and is now in the process of being implemented with the first recruits expected to start before the end of the year. The Portfolio Group met on 28 September and agreed to consolidate actions in the Work Plan and Regional Tourism Action Plan which will be signed off by the group in November. The Destination Marketing Delivery Group has contributed to materials for the delegates and visitors to COP26 promoting the City and City Region as a tourist destination.</p> <p>Good progress has been made by the Portfolio Group with several actions in the Work Plan complete. The Group reviewed the Regional Tourism Action Plan in May 2021 to reflect the impacts of Covid-19. The Group has also developed and had approval for a City Region Chef Academy which is currently being implemented. A Delivery Group for Destination Marketing has been established; the group led by Glasgow and attended by each of the Member Authorities and VisitScotland, reports to the Portfolio Group. Work Plan approved by the Portfolio Group on 04/05/2021. Progress on the actions in the workplan will be reported to the Portfolio Group.</p>	Green	15/11/2021

Ref	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
53.0	Deliver the actions within the Enterprise Portfolio Workplan	Senior Portfolio Development Lead - Business (Enterprise)	Ongoing		Progress is being achieved in all areas of the Work Plan. The Portfolio Group met on 8 October and agreed to consolidate actions in the Work Plan which will be signed off by the group in December. Discussions are ongoing with SE regarding the criteria for an Opportunity Management Funding Call in the City Region. The fund will support innovation in the transition of goods/services, processes and premises in the journey to Net Zero. Portfolio is also working with Zero Waste Scotland to develop a bespoke package of support for businesses in the City Region. The group contributed to the preparation of a Just Transitions Skills Action Plan, particularly in relation to business growth and supply chain development. The business offer across the region is being updated and will be available to report before the end of the year. A number of actions in the Work Plan are predicated on agreeing an approach to Opportunity Management. While we are awaiting clarification on the available support the Work Plan remains on target to be completed by March 2022. SE have committed up to £500k for an OM funding call and the Portfolio Group on 8 October will finalise details. Actions to support Town Centre regeneration have been deferred to 2022/23 awaiting clear regeneration plans in each authority. Work Plan approved by the Portfolio Group on 07/05/2021. Progress on the actions in the workplan will be reported to the Portfolio Group.	Green	15/11/2021
54.0	Develop and deliver actions within the Transport Portfolio Workplan	Senior Portfolio Development Lead - Place (Transport)	Ongoing		Of the ten Transport Portfolio actions, three actions are completed and a further five are well underway including participation in Strategic Transport Project Review (STPR) and the preparation of the Regional Transport Strategy.	Green	15/11/2021
55.0	Agree and implement the Infrastructure and Assets Portfolio Workplan	Senior Portfolio Development Lead - Place (Infrastructure)	01/04/2022		Currently twenty actions relating directly to the 2019 Regional Digital Connectivity Strategy are under review.	Green	11/11/2021
56.0	Agree and implement the actions within the Housing Portfolio Workplan	Senior Portfolio Development Lead - Place	Ongoing		Of thirteen actions assigned to the Housing Portfolio, three are completed. The remainder are well underway including liaison with the Scottish Government regarding the various elements of the draft Heat in Buildings Strategy. <i>The Home Energy Retrofit Feasibility Study completed in October 2021. A new Project Manager has been appointed to progress retrofit programme.</i>	Green	11/11/2021
57.0	Agree and implement the actions within the Land Use and Sustainability Portfolio Workplan	Senior Portfolio Development Lead - Place	Ongoing		Twenty-nine actions are assigned to LUS, three of which are completed. The development of a Vacant and derelict Land Business Case is approaching the options appraisal stage, the Climate Clyde Forest Team is now in place and twenty actions relate directly to the Regional Climate Change Adaptation Strategy and Action Plan.	Green	11/11/2021
58.0	Deliver The Community Wealth Building Workplan	Programme Manager, Health and Inclusive Growth	Mar-22		<i>Collating a regional response to the SG's Fair Work Nation consultation by gathering responses from the Enterprise, Skills & Employment, and Procurement Groups. Scoping exercise is underway to identify regional actions for the pillars of: making financial powers for local areas; plural ownership of the economy; and fair employment and just labour markets. This included discussions with the Finance Strategy Group, a joint meeting of the CWB community of practice with the Sustainable Procurement Support group to develop progressive procurement practices, and engaging in the vacant and derelict land business case options appraisal.</i>	Green	15/11/2021
59.0	Deliver the Public Health Scotland/Glasgow City Region Collaboration Workplan	Organisational Lead for Regional Economies and Health	May-23		<i>Launch complete of Economies for Healthier Lives Capital Investment Health Inequalities Impact Assessment (CHIIA) project (including HIIA of housing retrofit proposals). Work to capture shared learning underway. Progress made in relation to Child Poverty.</i>	Green	15/11/2021

Appendix 12: Proposed Dates for Cabinet, Chief Executives' Group (CEG) and Regional Economic Partnership (REP)

Cabinet Dates	CEG/REP Dates
	CEG Thursday, 3rd February 2022
Tuesday, 15th February 2022	
	REP/CEG Thursday, 17th March 2022
Tuesday, 12th April 2022	
	CEG Thursday, 28th April 2022
	REP/CEG Thursday, 9th June 2022
Tuesday, 21st June 2022	
	CEG Thursday, 28th July 2022
Tuesday, 9th August 2022	
	REP/CEG Thursday, 8th September 2022
	CEG Wednesday, 26th October 2022
Tuesday, 8th November 2022	
	REP/CEG Wednesday, 7th December 2022

Endnotes 1

Strategic Objectives in the Risk Table

- A. Support the creation of new, sustainable jobs in high-value growth sectors providing fair, living wages;
- B. Provide improved transport connectivity for residents to access employment locations and for businesses to access national and international markets;
- C. Support the remediation and unlocking of key development and regeneration sites across the Region, with a focus on brownfield sites, creating attractive, marketable, accessible locations for people and businesses to live and invest;
- D. Support the delivery of a resilient, low carbon, sustainable, connected and attractive place capitalising on our existing social, cultural and environmental assets;
- E. Support micro, small and medium sized businesses in growth sectors to innovate, commercialise and grow through the provision of incubation, grow-on-space and world class research and development facilities;
- F. Provide additional skills, training, and employment support to those facing additional barriers to fair work and/or who are at risk of poverty; and
- G. Use the Programme resources to maximise the leverage of additional private and public sector funding for the City Region
- N/A Not Applicable

RAG Status Key

Overall	RED	RED if one or more of the Time/Cost/Scope/Benefit Realisation indicators are RED
	AMBER	AMBER if one or more of the Time/Cost/Scope/Benefit Realisation indicators are AMBER
	GREEN	GREEN if one or more of the Time/Cost/Scope/Benefit Realisation indicators are GREEN
	COMPLETE	COMPLETE if all of the Time/Cost/Scope/Benefit Realisation indicators are COMPLETE
	FUTURE	For BC more than 1 year away from submission
Scope	RED	Significant change in the scope to the last approved* Scope which will affect the overall cost of the project or any Benefit Realisation. The project will be reporting at red if any of the outputs listed in the last approved* FBC or Change Controls are not or will not be fully delivered. *last approved: the latest of either the last approved BC or the latest approved Change Control
	AMBER	Minor changes to the last approved* Scope which will neither affect the overall cost of the project or any Benefit Realisation. The project will be reporting at amber if it is very likely that any of the outputs listed in the last approved* FBC or Change Controls are not or will not be fully delivered
	GREEN	In line with the last approved* Scope and with not very high risks/issues indicating a potential change in scope. The project will be reporting at green if all the outputs listed in the last approved* FBC or Change Controls are or will be fully delivered
	COMPLETE	A Project will be marked as complete when last approved* Scope has been fully delivered, the construction works are completed and all the certifications (certifying that the works have been completed in accordance with the specification to the satisfaction of the relevant authority i.e. Roads Authority, Building Control etc.) are signed by the relevant parties and the infrastructure is opened to the public
	FUTURE	For projects with FBCs more than 1 year away from submission
Milestones/ Timeline	RED	If the last approved* Construction and Formal Opening milestone dates are not or will not be met or if any of the last approved* Key Milestones has been at amber for 1 period or more and no relevant Change Control was approved at the last CEG
	AMBER	If any of the last approved Key Milestones (with the exception of Construction End and Formal Opening dates) as defined in the PMT are or will be delayed. The status stays at Amber for 1 period to allow the MAs to submit a Change Control for reinstatement. If the Change Control is not submitted and approved by CEG {the status will be escalated to Red until the relevant Change Control is approved.
	GREEN	Project is on track with last approved* Key Milestones
	COMPLETE	A Project will be marked as complete when last approved* Construction End and Formal Opening dates have met (i.e. the construction works are completed and the infrastructure is opened to the public) and all the certifications (certifying that the works have been completed in accordance with the specification to the satisfaction of the relevant authority i.e. Roads Authority, Building Control etc.) are signed by the relevant parties
	FUTURE	For BC more than 1 year away from submission
Finance	RED	The project is not fully funded and/or there are significant projected or actual adverse variances in the project costs/expenditure profile (outwith approved tolerances) with no recovery plan.
	AMBER	The project is not fully funded and/or there are projected or actual adverse variances in project costs/expenditure profile (outwith approved tolerances) however a recovery plan is in place.
	GREEN	The project is fully funded and there are no actual or projected variances in project costs/expenditure profile.
	COMPLETE	Project is finished and asset is completed and operational and all financial transactions relating to project have been settled.
	FUTURE	For BC more than 1 year away from submission
Benefit Realisation	RED	Significantly behind/outwith the targeted benefit realisation without a recovery plan that will have a negative impact on the estimated project economic benefits (GVA or jobs) delivered by the end of the City Deal in 2035. This includes circumstances where there is no remedial action or effective mitigation and there: <ul style="list-style-type: none">• is a project with a contract of significant value that has failed to secure any contractual community benefits or the community benefits secured are not delivered and there is no opportunity to remedy this;• is a significant reduction, substantive change, or no progress in delivery of the direct project outputs (enabling infrastructure) which will have a negative impact on the economic benefits to be delivered by the project by 2035;• is completion of the enabling works (direct outputs) but the development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all;• is a project that has failed to evidence that a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered in order to develop the project's opportunity sites; and• is a change in the type of floorspace outputs through follow on private sector investment, due to a change in market demand or other factors which will subsequently deliver a lower level of economic benefit from the project than estimated in the business case or latest approved change control.
	AMBER	Below/behind targeted benefit realisation but with a recovery plan which will significantly mitigate or negate any impact on the economic impacts that will be delivered by the project by 2035. This includes circumstances where a recovery plan is in place and there: <ul style="list-style-type: none">• is a project with a contract of significant value that has failed to secure any contractual community benefits or the community benefits secured are not delivered and there is an opportunity to remedy this;• is a project with a contract of significant value that has secured a lower level of contractual community benefit than set out in the City Deal guidance, however there is an explanation, mitigation or remedy available;• is a minor reduction in the amount or minor change to the direct outputs (enabling infrastructure) that has no material impact on securing the projected private sector investment or delivering the economic benefits of the project;• is a significant reduction, substantive change, or no progress in delivery of the direct project outputs (enabling infrastructure). This would have a negative impact on the economic benefits to be delivered by the project by 2035, however a recovery plan is in place to ensure that the benefits are realised;• is completion of the project's enabling works (direct outputs) but the development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all. However a recovery plan is in place to accelerate the development of the opportunity sites to realise the estimated benefits;• is a project that has failed to evidence that a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered in order to develop the project's opportunity sites. However a recovery plan is in place to develop the plan/arrangements that will deliver the economic benefits in line with the business case or latest change control;• are minor delays to the delivery of, or non-substantive reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered, that will have no material impact on the realisation of benefits stated in the latest business case or approved changed control;

		<ul style="list-style-type: none">• are delays to the delivery of, or a significant reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered, However a recovery plan is in place that will realise the benefits as stated in the latest business case or approved changed control; and• is a change in the type of floorspace outputs delivered through follow on private sector investment, due to a change in market demand or other factors which indicates that it will subsequently deliver a lower level of economic benefit. However there is a recovery plan in place that will realise the benefits estimated in the business case or latest approved change control. Projects will also move to Amber pending the approval of any change control request in relation to: <ul style="list-style-type: none">• direct project outputs;• estimated private sector investment to be delivered by the project;• follow on investment and floorspace outcomes; and• the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control.
	GREEN	<p>A project can be considered as Green if it is meeting or exceeding the targeted benefits as stated in the business case or most recent approved change control for:</p> <ul style="list-style-type: none">• community benefits;• direct project outputs;• estimated private sector investment to be delivered by the project;• follow on investment and floorspace outcomes; and• the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control. <p>A project considered as Green will expect to be able to demonstrate that:</p> <ul style="list-style-type: none">• for all project contracts awarded, community benefits have been secured in line with the value and expectations of the City Deal Community Benefit guidance;• the direct project outputs are being delivered to the timescale and scope as stated in the business case or latest change control;• upon completion of the enabling works (direct outputs), that the development of the opportunity sites for the project are being delivered to the scope and timescale, as estimated in the business case or latest change control;• a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered in order to develop the project's opportunity sites; and• that the type of floorspace outputs delivered on the project's opportunity sites remain the same as those within the business case or latest approved change control.
	COMPLETE	<p>A project will only be complete for benefits realisation when it has evidenced that all of the benefits – community benefits, direct project outputs, floorspace outcomes, and economic benefits (GVA and jobs) – stated in the business case or latest approved change control have been achieved. During the construction phase of the project, the focus for benefits realisation will be upon the community benefits that are secured, and whether these have been delivered.</p> <p>As construction commences, benefits realisation will focus on the delivery of the direct outputs and the readiness of the project to move onto delivery of the wider economic benefits that will be realised through the private sector follow on investment.</p> <p>Following completion of construction of the direct project outputs, projects will be expected to report on the delivery of the floorspace outputs and other economic benefits attributed to their project.</p>
	FUTURE	<p>A project will only be marked as Future when it is prior to the delivery of any benefits, including community benefits. As soon as a contract is awarded containing the community benefits, the project will no longer be categorised as Future and will be gives a RAG status reflecting their status and performance.</p>
Annual Implementation Plan (AIP)	RED	Action will not be completed within year covered by AIP and new restated date has not been approved
	AMBER	Action will not be completed within initial timescale approved by Cabinet but new date has been proposed ensuring will be completed within year covered by AIP
	GREEN	Action is being delivered as planned and within approved timescale, including where timescale has been restated
	COMPLETE	Action is complete
	FUTURE	No activity undertaken in reporting period/milestone date is in the future and action not required at present.