

Glasgow City Region

Annual Implementation Plan

1st April 2022 – 31st March 2023



1. Introduction

- 1.1 The Annual Implementation Plan covers the period April 2022 to March 2023.
- 1.2 This report is a requirement of the Assurance Framework and provides a statement of our intentions – setting out details of our planned activities for the coming year for Cabinet and our Government partners.
- 1.3 Progress on the delivery of the actions set out in this Plan will be reviewed, updated on a quarterly basis and reported to Cabinet and Government.

2. The Glasgow City Region City Deal

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

3. Programme Governance and Scrutiny

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

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

4. Programme Outcomes

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

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

5. Overview of 2021/22

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

5.2 Projects are still facing a number risks and issued related to the increase in construction material and energy costs due to the current political situation (Ukrainian War and Brexit) and the backlog created by Covid, including:

- delays due to slippage in third parties' work programmes where there is a project dependency on them (e.g. utilities work, gaining approvals/licences);
- delays to procurement process and difficulties securing competitive bids (due to the rapid increase of construction material costs)
- managing programme finances;
- delivering planned project/programme scope; and
- achieving/realising planned programme outcomes and economic benefits.

5.3 To assess the scale and nature of the issue in procuring external contracts, the PMO in collaboration with the Member Authorities has carried out a Lesson Learned exercise which has identified several issues:

- Lack of tender responses due to market saturation
- Terms and conditions of contracts
- Tender Returns Above Budget due to Inflationary Market
- Time management in relation to tenders
- Securing and delivering Community Benefits
- Limitations of existing Frameworks

5.4 Throughout 2021/22, the City Region Programme Management Office has worked alongside the Member Authorities' Lead Officers to support recovery plan which sought to address/mitigate the impacts of the above challenges. This approach has seen a number of projects restate their key project milestones to take account of project delays as well as revisions to the scope of a number of projects.

6. Outlook for 2022/23

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

6.2 The Baseline Report notes:

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

Due to the current pressures on the economy - including the impacts of COVID-19 and emerging cost of living crisis - which are impacting communities across the Region, this case for investment has only increased.

6.3 The Report notes that the importance of infrastructure investment was recognised by the International Monetary Fund[1]. Indeed, they suggest the need to speed up pipeline projects:

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

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

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

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

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

6.6 The GCR Intelligence Hub published a report the outlook for the Construction sector in April 2022. This includes recent findings from the Business Insights and Conditions Survey have shown that 50% of Scottish businesses in construction have reported that the prices of materials have increased above what is normally expected, in addition to the 40% of businesses that reported that they had experienced supply chain disruption over the previous month. These issues,

combined with the OBR's prediction of consistent inflation in the medium-term, are likely to have a negative impact on the progress and cost of key construction projects in the GCR City Deal Programme.

- 6.7 Further research from the BICS found that UK companies are bringing back production to UK in a “reshoring” push to address international supply-chain issues exacerbated by COVID-19 and Brexit. These trends could provide local enterprises with enhanced opportunities to deliver elements of GCR City Deal projects – mitigating leakage of economic benefits out of the Region.
- 6.8 The current labour market conditions in the UK show that there are more vacancies than number of individuals unemployed. Unemployment in Scotland has now dropped to 3.2% between Jan-March 2022. Whilst it is beneficial for the GCR City Deal to generate employment opportunities in the Region, recognition should be given to the skills-supply issues that may see some of these vacancies remain unfilled or filled with under-skilled staff.
- 6.9 Following COP26, the need to monitor compliance with the Net Zero carbon agenda is becoming more pressing. Although all the Member Authorities policies on Carbon align with the National policy, it is crucial to evaluate and monitor the impact of Carbon generated by each project. With this in mind, the PMO in collaboration with the Scottish Government is looking at a categorisation process for each GCRCD project in accordance with the government paper on Carbon Management¹. This work will be finalised in 2022 with the aim to review projects' Carbon categorisation on a six-monthly basis.

7. INFRASTRUCTURE PROGRAMME

- 7.1 The following section outlines the key project milestones which are expected to occur in 2022/23 for the City Deal Infrastructure Programme.

East Dunbartonshire Council (EDC) Projects

Bishopbriggs Place and Growth Programme

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

Delivery Westerhill Development Road (WDR), formerly Bishopbriggs Relief Road to complete the route through East Dunbartonshire and Glasgow north, improving connectivity and unlocking strategic development sites to enable follow on investment. This includes the development of a Masterplan and associated Strategic Environmental Assessment (SEA) for the Westerhill Regeneration Area.

Key Milestones 2022/23:

- Continue with the Stakeholder engagement;
- Finalise the Masterplan;
- Develop the SEA and the Environmental Sustainability Plan;

¹ Scottish Government and HM Government, *Scottish City Region and Regional Growth Deal: Carbon Management Guidance for Projects and Programmes*.

- Undertake preliminary design and cost analysis for route options.

Improvement to Sustainable Transport on the A803 Route Corridor - Improvements to sustainable travel options on the A803 route corridor to create active travel links and increase bus priority on the corridor between East Dunbartonshire and Glasgow City Centre, serving the north of Glasgow and a range of key retail, regeneration, health and education facilities.

Key Milestones 2022/23:

- Develop A803 Corridor Transport Model for use in detailed option assessment for A803 corridor;
- Undertake initial feasibility and design for the A803 corridor;
- Transport Modelling Contract to also support WDR and Westerhill masterplan work in assessing impacts of land-use options at Westerhill.

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

Key Milestones 2022/23:

- Complete Town Centre Public Realm Plan feasibility work;
- Complete the Business Incubation Space Feasibility;
- Commission Town Centre Design Team and commence with initial design options;
- Continue engagement with local community groups, landowners and businesses.

East Renfrewshire Council (ERC) Projects

M77 STRATEGIC CORRIDOR

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

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

Key Milestones 2022/23:

- ***May 2022 - marketing programme for Greenlaw Business Centre commences.***

Balgraystone Road: accelerating residential development in Barrhead by enabling access and utility services to new housing developments and improving accessibility to the nearby Dams to Darnley Country Park and planned railway station. The project completed on site in October 2020 and the new road has now opened to the public. ***From April 2022, 218 new homes are completed on site.***

Key Milestones 2022/23:

- Construction works completed in October 2020.

- ***Forecasted follow on investments for 2022/23 are the remaining 282 new homes with planning consent plus further investment outlined in ERC's Barrhead South Masterplan.***

Aurs Road Realignment: improving local connections between two communities Newton Mearns and Barrhead by realignment of the road, replacing a weak bridge enabling:

- a potential bus route, and
- the straightening of a section of road releases land to develop the Dams to Darnley Visitor Facilities Project which will follow on post completion.

Key Milestones 2022/23:

- Full Business Case – ***December 2022***
- Construction Start - March 2023

Dams to Darnley Visitor Centre: creating a Regional visitor attraction at Dams to Darnley Country Park. Enhancements will include a visitor centre and Wake Park facility (not City Deal funded), creating much needed visitor amenities. Access to the Wake Park and Visitor Centre will be taken from Aurs Road.

Key Milestones 2022/23:

- Augmented OBC: August 2022

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

Key Milestones 2022/23:

- Complete Scottish Transport Appraisal Guidance Stage 2 by ***August 2022***
- Augmented OBC: ***February 2023***

Levern Valley Links: *this project has been deferred.*

Glasgow City Council (GCC) Projects

The Covid19 global pandemic has impacted significantly on the development and delivery of Glasgow City Council's 5 City Deal Infrastructure Projects, with the situation being further compounded by Brexit, the energy crisis and more recently the conflict in Ukraine. The combination of these factors is generating unprecedented levels of disruption to construction materials and resources supply chains, leading to delays; longer lead-in times; steep price increases; and shortages of key construction materials.

Officers from Glasgow City Council are looking at options and mitigation measures to address the volatile and uncertain market conditions. However, research and analysis indicate that the impacts of these factors are likely to continue to be felt for another 2 to 3 years.

In view of this position, no certainty or assurance can be given regarding the milestones that are noted in the following sections of this report.

CANAL AND NORTH GATEWAY (CITY CENTRE AND NORTH)

The Canal and North Gateway project will promote sustainable economic growth and create a new integrated mixed-use area to the north of the city centre in Sighthill, Port Dundas and Cowliars. The project includes 11 sub-projects of which 5 have been completed, delivering: site remediation and servicing; new bridges and road access; public realm improvements; and implementation of public transport and active travel infrastructure in the area. Follow-on investment has commenced in Sighthill, with new homes being constructed as part of the Northbridge development.

Key Milestones 2022/23

Sighthill Remediation (Contract 2)

- Construction Completion.

Sighthill M8 Pedestrian Bridge

- Construction Completion.

CITY CENTRE: ENABLING INFRASTRUCTURE PUBLIC REALM (EIIPR) – AVENUES PROJECT

A quality place-making scheme, the EIIPR project is delivering a network of city centre Avenues that are improving outcomes for businesses, communities, and investors. Designs prioritise active transport and sustainable travel, and through the promotion of greener, smarter infrastructure, the project is supporting the creation of a more resilient and low-carbon city centre.

To date, the following contracts have been completed - Sauchiehall Street Avenue Phase 1 and Intelligent Street Lighting.

Key Milestones 2022/23:

Design work and stakeholder engagement will continue for all Avenues.

Holland Street / Pitt Street Avenues

- Procurement of construction contract and Full Business Case approval.

Sauchiehall Street Precinct / Cambridge Street Avenues

- Procurement of construction contract and Full Business Case approval.

CLYDE WATERFRONT AND WEST END INNOVATION QUARTER

The Clyde Waterfront and West End Innovation Quarter Project will promote sustainable economic growth through the creation of an attractive urban quarter that supports high value business. Project interventions include improvements to public realm and active travel provisions, with dedicated infrastructure enhancing connectivity and integrity of river frontage quay walls. Third party grants also form key project interventions to enable development and promote sustainable economic growth. 3 sub-projects have been successfully delivered up to 2022/23.

Key Milestones 2022/23:

Central Govan Action Plan (CGAP) Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor Grant Award)

- Construction completion and grant draw-down conclusion.

Improving Connectivity between Glasgow University and Queen Elizabeth University Hospital (QEUH) - Govan-Partick Bridge

- Progress construction.

Developing the Economic Role of QEUH and Adjacencies - Development Deficit Funding 2 / Central Govan Action Plan - CGAP Development Deficit Funding – Commercial Floor space 1 (Water Row Grant Award)

- Progress construction and grant draw-down.

Developing the Economic Role of Glasgow University - University Avenue and Campus Connections (Byres Road Public Realm Phase 1)

- Full Business Case approval and construction commencement.
- Complete design of Byres Road Public Realm Phase 2

Access and Integrity of the Waterfront – Tradeston (FBC Addendum)

- Full Business Case Addendum approval and construction completion for rail underpasses lighting interventions

Developing the Economic Role of SEC / Pacific Quay - SEC – Finnieston Link

- Progress engagement with SEC regarding grant award
- Full Business Case approval and construction commencement.

Access and Integrity of the Waterfront - Windmillcroft Quay

- Conclusion of design and construction procurement exercise.
- Full Business Case approval.

Access and Integrity of the Waterfront - Custom House Quay / Access and Integrity of the Waterfront - Carlton Place

- Progress design.

COLLEGELANDS CALTON BARRAS

This project, located to the east of the City Centre, is designed to support growth and deliver an integrated, attractive and resilient neighbourhood. The project has successfully delivered 3 key sub-projects and continues to work with partners to design and plan remaining sub-projects.

Key Milestones 2022/23:

High Street Station

- Continued design work and stakeholder engagement.

Meat Market Roads and Infrastructure

- Continued design work and stakeholder engagement

METROPOLITAN GLASGOW STRATEGIC DRAINAGE PARTNERSHIP

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

Key Milestones 2022/23:

South East Glasgow Surface Water Management Plan (SWMP)

- Construction completion.

Hillington/Cardonald SWMP – Phase 2 – Queensland Gardens

- Full Business Case submission and construction commencement.

Hillington/Cardonald SWMP - Phase 3 – Penilee

- Construction completion.

Garrowhill/Ballieston SWMP

- Construction completion.

Inverclyde Council (IC) Projects

INCHGREEN

Land regeneration project to provide utilities and access works and pier upgrading to deliver a multi-use commercial site, utilising essential quay assets. The location of this intervention is at the Inchgreen deep-water quay and the surrounding industrial land. The site is bordered by the River Clyde in the north; the A8 trunk road in the south which links to the M8, Glasgow Airport and Scotland's motorway network; James Watt Dock in the west; and the Inchgreen Drydock in the east. The Inchgreen FBC was approved by CEG in March 2022.

Key Milestones 2022/23:

- Construction Start: ***April 2022 (with construction completion forecasted for December 2023)***

OCEAN TERMINAL

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

The marine works were complete in September 2020.

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

Key Milestones 2022/23:

- Terminal Building - End of Construction: ***August 2022***

INVERKIP

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

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

Key Milestones 2022/23:

- Planning Permission in Principle granted in January 2022.
- OBC/FBC development ongoing

North Lanarkshire Council (NLC) Projects

A8/M8 CORRIDOR ACCESS IMPROVEMENTS

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

Eurocentral Infrastructure – project under review to assess preferred option for sub project

Key Milestones 2022/23:

- OBC: August 2022
- FBC: ***January 2024***

Orchard farm roundabout

- OBC: ***August 2022***
- FBC: ***November 2022 (approval by Director of Regional Economic Growth)***
- Construction start: ***January 2023***

The proposed changes to milestones are subject to NLC City Deal Board approval and PMO/CEG approval.

PAN LANARKSHIRE ORBITAL TRANSPORT CORRIDOR

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

Ravenscraig Infrastructure Access

Key Milestones 2022/23:

RIA South - FBC WCML Crossing

- FBC approved in February 2022
- Construction Start: March 2022
- Construction End: March 2023

RIA South - New Dual Carriageway Rav to Motherwell

- Technical Examination for Compulsory Purchase Order (CPO) by Transport Scotland – **May 2022**
- Confirmation of procurement strategy – **May 2022**
- FBC: November 2022
- Construction Start: January 2023
- **Construction End: June 2025**

RIA North – Dualling A723 from M8 to Rav

- Tender documents issued for engineering design, project and contract management services – **April 2022**
- **Services Contract award August 2022**

East Airdrie Link Road

- Stage 2 Part 2 public consultation - **June/July 2022**
- Complete Strategic Environmental Assessment (SEA) – **August 2022**
- Complete Ground Investigation – **June 2022**
- OBC: **Summer 2023**

Motherwell Town Centre Interchange

- Construction End: June 2022 (early warning of construction completion delay due to dependency with Motherwell Station Improvements)

GARTCOSH/GLENBOIG COMMUNITY GROWTH AREA

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

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

Key Milestones 2022/23:

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

Renfrewshire Council (RC) Projects

CLYDE WATERFRONT AND RENFREWSHIRE RIVERSIDE

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

Key Milestones 2022/23:

- Construction Start: July 2021
- Site compound set up May 2022

GLASGOW AIRPORT INVESTMENT AREA

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

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

Key Milestones 2022/23:

- Construction End: estimated Summer 2022

South Lanarkshire Council (SLC) Projects

CATHKIN RELIEF ROAD

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

Key Milestones 2022/23:

- Project Complete.
- Benefits Realisation ongoing.

COMMUNITY GROWTH AREAS

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

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

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

Larkhall CGA

This project includes Primary and Secondary schools' extensions, a community facility and various road improvement works. A consultation has recently been completed on what facilities should be incorporated in the new facility.

The Glengowan Primary School Extension project FBC was approved in August 2021 and the works commenced on the site in October 2021.

Key Milestones 2022/23:

Glengowan Primary School

- Construction End: July 2022

Holy Cross High Extension

- FBC: March 2024

A72 Lanark Road / M74 Signalisation

- FBC: September 2022
- Construction End: March 2023

Community Facility

- FBC: February 2024
- Contract Award: March 2024

East Kilbride CGA

The two elements of this project are a new 18 classroom Primary School and a Park and Ride (expected to be built in 2023/24) consisting of an extension of an existing surface level car park by introducing a decked arrangement over two level creating an additional 357 spaces (in addition to the existing 322 spaces), leading to the development of 2,600 homes over 12 years.

The FBC for Jackton Primary School was approved in February 2022 and the construction end is expected in August 2023.

Key Milestones 2022/23:

New Primary School (Phase 1) – Jackton

- Construction Start: March 2022
- ***Construction End: July 2023***

Hamilton CGA

It consists of new Primary and Secondary schools and various upgrades to local/ strategic road network enabling the delivery of 1,800 new houses over 12 years. Three sub-project elements have now been completed on time, to budget and are fully operational, delivering economic benefits (FBC2: Highstonehall Road Upgrade Works, FBC3: Woodfoot Road Transport Corridor Improvements and Woodhead Primary School Extension).

Key Milestones 2022/23:

FBC4: Woodfoot Road/Wellhall Road Junction

- FBC: January 2023
- Construction Start: March 2023
- Construction End: August 2023

FBC5: Wellhall Road/Hillhouse Road Junction

- FBC: January 2023
- Construction Start: March 2023
- Construction End: August 2023

FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions

- FBC: August 2022
- Construction Start: Sept 2022
- Construction End: March 2023

FBC7: Calderside Academy

- FBC: December 2023
- Contract Award: January 2024
- Construction start: February 2024

Newton CGA

It consists of four sub-projects, three of which are already completed: a new Roundabout, the Newton Farm Primary School and a new Newton Park & Ride. The fourth element, the Sustainable Transport intervention, is intended to be completed **August 2023**. These projects are aimed to provide 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.

Key Milestones 2022/23:

Sustainable Transport intervention

- FBC: March 2023
- Contract Award: April 2023
- Construction start: May 2023
- Construction end: August 2023

GREENHILLS ROAD/A726 DUAL CARRIAGEWAY

This project involves the widening of the existing A726 from Calderglen Country Park to the Torrance Roundabout and Greenhills Road from the Torrance Roundabout to Auldhouse Road to dual carriageway standard. It also includes the introduction of bus infrastructure measures at key locations and improvement of existing junctions along the route length. In addition, the scheme will also support the provision of enhanced active travel infrastructure by providing space for an on-road cycle lane. Works commenced on site in April 2019. The project will support the follow-on development of business, industrial and residential sites. The investment will improve this main access route to recreational, residential and industrial sites, helping to unlock the economic development potential of a wide strategic area in East Kilbride. Substantial completion of main works was achieved in March 2022 with full completion of the work by summer 2022.

Key Milestones 2022/23:

- Construction End: August 2022

STEWARTFIELD WAY TRANSPORT CAPACITY ENHANCEMENTS

The scope of the project was initially to upgrade the entire length of Stewartfield Way to dual carriageway standard. However the scope has been reviewed to account for community consultation and emerging climate emergency to include the following 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 (Centre One Tax Office) 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 approved in June 2021.

Key Milestones 2022/23:

- SBC Cabinet Approval: June 2021
- OBC: Autumn 2023
- Phased Procurement between Spring 2024 to Winter 2026 FBCs (to follow)

West Dunbartonshire Council (WDC) Projects**EXXON SITE DEVELOPMENT PROJECT**

Redevelopment of the former oil terminal at Bowling and supporting infrastructure to realise the development of this area for commercial and industrial use. The project consists of: 1.95km of new spine road with associated drainage and lighting infrastructure; 1.32km of upgraded existing public road (A814); 24.77ha of land with reduced flood risk; 19.1ha of vacant and derelict land brought back into use; a new junction on the A82 at Dumbuck with closure of the existing junction; a remodelled junction on the A82 at Dunglass; a new underpass of the Glasgow – Dumbarton Railway at the western access to the site; and establishment of platforms for development across the site. These enabling works will support the development of financial, business, industrial and storage floorspace. The project remains on programme to be completed by 2025.

Key Milestones 2022/23:

- **SCAPE Build & Design Contract Award summer 2022**
- FBC: December 2022
- Construction Start: beginning of 2023

Regional Projects**AIRPORT ACCESS PROJECT / METRO FEASIBILITY STUDY**

As a result of developments within the transport landscape at national, regional and local level, including the findings of Glasgow's Connectivity Commission which recommended that work should be taken forward to develop a Metro proposal, the Glasgow City Region City Deal Cabinet paused the City Deal funded Airport Access Project to develop a Feasibility Study on a wider regional Metro opportunity.

The Metro Feasibility Study was mobilised in 2020, and a multi-disciplinary team established by the council on behalf of the City Region. This strategic appraisal set out to tie-in with local, regional, and national work on transport planning, with work subsequently boosted by the inclusion of a Metro concept as part of the Scottish Government's second Strategic Transport Projects Review (STPR2) Phase 1. This development enabled the Metro Feasibility Study to become fully aligned, and able to support STPR2 Phase 2 with the additional complementary outputs.

The Feasibility Study took a holistic, multi-modal approach, with the project team working closely with key stakeholders to reflect on and develop a common definition and aspiration for what a Metro system is, what it can look like and what it can deliver for Glasgow City Region.

On 20 January 2022, the Scottish Government published STPR2 Phase 2 - a key document which outlined 45 long term transport investment recommendations that seek to make transport in Scotland more sustainable, and support people to make better, more informed choices on how they travel. One of the standout recommendations was the inclusion of Clyde Metro - described as a multi-billion investment which, when complete, could better connect over 1.5 million people to employment, education, and health services in and around the Glasgow City Region. Clyde Metro represents an integrated public transport system for the

City Region where bus rapid transit, tram, light rail and/or metro rail will complement the existing subway, bus, and heavy rail networks, offering a compelling public transport proposition that supplements existing walking and cycling networks as a viable alternative to car.

The STPR2 draft recommendations which include Clyde Metro, were subject to a 12-week consultation which closed on 15 April 2022. Feedback received will help inform the final STPR2 Report, with any refinements/additions along with the development of a Delivery Plan forming the basis for strategic transport investment decisions by Scottish Ministers.

Key Milestones 2022/23:

The final recommendations are expected to be confirmed later this year. Meantime, STPR2 recommends that Transport Scotland continues to work with the council, Strathclyde Partnership for Transport (SPT) and other regional partners on developing the business cases and delivery plan for Clyde Metro.

8. PROGRAMME MANAGEMENT OFFICE (PMO) ACTIVITY PLAN 2022/23

- 8.1 The Glasgow City Region PMO and its Support Groups undertake a wide range of activities to support the management and governance of the City Deal Programme. Key activities which will be undertaken during 2022/23 are set out in the table below.

Theme	Action	Proposed Timescale
Legal & Procurement	Support the Procurement Support Group (PSG) to for identification of opportunities for market engagement to open up the Supply Chains	Ongoing
	Better use of target setting and data analysis to improve member authority (MA) performance for contracts and community benefits making of quarterly MA programmes and annual Programme Summaries.	Ongoing
	Support the Sustainable Procurement Support Group (SPSG) for identification of opportunities for collaboration and best practice as required.	Ongoing
	Work collaboratively to support delivery / make a contribution to; Equality, Inclusive Growth and Community Wealth Building Outcomes.	Ongoing
	Support the development and delivery of the Glasgow City Region approach to Community Wealth Building.	Ongoing
Com. Benefits	Deliver Regional Sustainable Procurement Strategy	01/04/2020
	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 with a view to extending regionally.	Quarterly Reports
	Lead on the ongoing implementation the use of a Best Practice Model to be consistently adopted across the region for City Deal Community Benefits	Ongoing
	Alignment of CWL with Cenefits and Community Benefit Policy	01/09/2022
	Complete Cenefits Data Protection Impact Assessment (DPIA)	Jun-22
Benefits Realisation	Update the Benefits Realisation Dependencies Register on an ongoing basis	Ongoing - every Regional

Theme	Action	Proposed Timescale
		Partnership Meeting
	Monitoring the delivery of benefits from City Deal infrastructure fund project benefits.	Quarterly
	Monitoring the delivery of benefits from City Deal innovation projects.	Quarterly
	Developing accurate mapping of City Deal benefits – both outputs and follow on developments.	Quarterly
Evaluation	Contribute to the development of the City Deal Evaluation Framework, alongside the Intelligence Hub.	Jun-22
Finance	Preparation and submission of PMO Annual Accounts 2021/22.	Nov-22
	Financial Monitoring of the City Deal Programme Spend 2022/23 including contingency and optimism bias	Quarterly
	Agreeing Infrastructure Pass Down Letters for 2022/23 grants to Member Authorities	Aug-22
	Agreeing 2022/23 Grant Letter with Scottish Government	Aug-22
	Agreeing Infrastructure Pass down Letter 2022/23 with Member Authorities	Aug-22
	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Bi-annually
	Developing PMO budget for 2023/24	Jan-23
	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report	Ongoing
	Processing quarterly grant claims	Quarterly
	Developing 5-year, annual and quarterly spend projections	May-21
	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Mar-23
Audit	Produce Internal Audit Plan for 2022/23	Apr-22
	Audit Support Group meets	Jun-22
	2 nd assurance audit report from 2021/22 audit plan – Change Control and Contract Management Arrangements	Jun-22
	3 rd assurance audit report from 2021/22 – Equality Impact Assessments	Jun-22
	4 th assurance audit report from 2021/22 – Anti-Bribery, Corruption and Fraud Arrangements	Jun-22
	1st assurance audit report from 2022/23 audit plan – Project Procurement Strategies	Mar-23
	2nd assurance audit report from 2022/23 audit plan – Programme skills, knowledge and experience arrangements	Mar-23
	3rd assurance audit report from 2022/23 audit plan – Change Control and Contract Management ph 2	Mar-23
	4th assurance audit report from 2022/23 audit plan – Follow up audits and provision of support to officers	Mar-23
	5th assurance audit report from 2022/23 audit plan – Advisory work - ensuring value for money in project stages	Mar-23
Stakeholder & R.M.	Co-ordinate GCR Communication and Marketing Group meetings for 2023	01/01/2023

Theme	Action	Proposed Timescale
Comms & Market'g	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Ongoing
	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.	Ongoing
	Oversight and monitoring of use of Glasgow City Region and City Deal brands, including look and feel and tone of voice.	Ongoing
	Management, updating, monitoring and reporting of GCR social media accounts (Twitter, LinkedIn and Youtube) and day-to-day management and updating of City Deal website	Ongoing
	Produce annual report on Social Media and Website reach, with summary progress and recommendations going forward.	Jan-23
	Community Wish List: Introduce Phase 1 of a Regional CWL website / seek agreement to proceed with member councils and with CEG and CAB, formally launch and then review.	Oct-22
Governance	Update the Assurance Framework	Mar-22
	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	Quarterly
	Develop the Annual Performance Report (April 2022 – March 2023).	Jun-23
	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Ongoing
	Maintain Programme Risk Register and Issues Log	Ongoing
	Develop Interim and Quarterly Programme Status Reports	Monthly
	Maintain Overall Programme Plan	Monthly
	Complete Programme-level Lessons Learned exercises	As required
	Review Project Business Cases	Ongoing
	Develop and deliver Carbon Accounting and Management Approach for City Deal Programme	01/09/2022
	Develop and implement new dashboard for City Deal performance reporting	31/12/2022
RES People	Deliver the actions within the Skills and Employment Portfolio Workplan	Ongoing
RES Business	Deliver the actions within the Tourism and Destination Marketing Portfolio Workplan	Ongoing
	Deliver the actions within the Enterprise Portfolio Workplan	Ongoing
RES Place	Develop and deliver actions within the Transport Portfolio Workplan	Ongoing
	Agree and implement the Infrastructure and Assets Portfolio Workplan	01/04/2022
	Agree and implement the actions within the Housing Portfolio Workplan	Ongoing
	Agree and implement the actions within the Land Use and Sustainability Portfolio Workplan	Ongoing
	Deliver the Climate Ready Clyde Action Plan	Ongoing
Community Wealth Building	Deliver the regional community wealth building workplan	31/03/2023
Health Inequality	Deliver the Public Health Scotland/Glasgow City Region Collaboration Workplan	Oct-23
	Deliver the Economies for Healthier Lives Project	Sep-24

Theme	Action	Proposed Timescale
RES Action	Scope the development of the Glasgow City Region Housing Retrofit Programme (P.5)	Aug-22
	Scope the development of the Future Skills Programme (P.6)	Aug-22
	Scope the development of the Foundational Economy Pilot (P.7)	Aug-22
	Scope the development of the Fair and Healthy Work Programme (P.8)	Aug-22
	Scope the development of the Green Business Support Programme (P.9)	Aug-22
	Scope the development of the Green Demonstrator Programme (P.10)	Aug-22
	Scope the development of the City and Town Centres Programme (P.11)	Aug-22
	Scope the development of the Vacant and Derelict Land Programme (P.12)	Aug-22