

Item 2

15th February 2022

Glasgow City Region

Quarterly Performance Report

Report for Q3 2021/22



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 15/01/2022	As at 10/11/2021
Projects Red Status (% total)	0 / 21 (0%)	0 / 21 (0%)
Projects Amber Status (% total)	10 / 21 (62%)	11 / 21 (62%)
Projects Green Status (% total)	10 / 21 (33%)	9 / 21 (33%)
Projects Complete (% total)	1 / 21 (5%)	1 / 21 (5%)
Programme Timeline: Key milestones completed to date	As at 15/01/2022	As at 10/11/2021
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)	42 / 117 (36%)	41 / 130 (32%)
FBC Sub-Projects Progress	117	130
Sub-project construction started (% of total FBC Sub Projects)	38 / 117 (32%)	37 / 130 (28%)
Sub-projects construction complete (% of total FBC Sub Projects)	25 / 117 (21%)	20 / 130 (15%)
Programme Finance: Grant Draw Down, Approvals, Spend to Date	As at Q3 2021/22	As at Q2 2021/22
Total Grant Drawn down to Date (% of £1bn Grant available)	£263m / (26.3%)	£245m / (24.5%)
Grant Due as % of Cumulative Projected Spend to 31 March 2022	80%	80%
Business Case Approvals to Date (£) (% of £1.13bn Infrastructure Fund)	£473.8m (42%)	£434.3m (38%)
Spend to Date (% as of £1.13bn Infrastructure Fund)	£293m (26%)	£286m (25%)
Actual spend compared with projected spend	£28.4m/£49.7m (57%)	£21.2m/£31.6m (67%)
Programme Scope: Direct Project Outputs Delivered to Date	As at Q3 2021/22	As at Q2 2021/22
Vacant and Derelict Land removed from Register (Ha)	12	12
Area of Opportunity Sites (Ha)	212	211
Public Realm new/enhanced (Ha)	13	13
Roads (km) new/enhanced	11	11
Junctions new/enhanced	18	18
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	17,742
Programme Benefits: Follow-On & Community Benefits Realised	As at Q3 2021/22	As at Q2 2021/22
Follow On Floor Space Delivered all classes (excluding Housing) (sqm)	23,257	23,257
Follow On New Residential Units Delivered	2,297	2,097
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	£118,852,363 (33%)	£116,822,301 (47%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	257 (60%)	257 (61%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	254	218
Programme Economic Outcomes (based on approved OBCs)	As at Q3 (22 OBCs)	As at Q2 (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 26/01/2022	As at 10/11/2021
No. of risks in period	13	13
New risks in period	1	1
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 26/01/2022	As at 10/11/2021
No. of issues in period	1	1
New issues in period	0	0
Programme Change	As at 26/01/2022	As at 10/11/2021
Change Control Requests (CCR) submitted for City Projects in period	4	0
Approved CCRs/Restatements to date across City Deal Programme	184	184
Annual Impl. Plan Actions Completed (inc. Superseded) To Date	18/59 (31%)	17/59 (29%)

1. PURPOSE

- 1.1.1. This Quarterly Performance Report includes an overview of the progress at 25 January 2022 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; and
 - b. Approve the Change Control Requests at Sections 9.1c and 9.1d.

3. KEY HIGHLIGHTS / ACTIONS COMPLETED IN THIS PERIOD:

City Deal Programme
<ul style="list-style-type: none">○ <u>East Dunbartonshire's Bishopbriggs Town Centre Regeneration</u> Section 75 agreement for Morrisons new store development has been signed, transferring civic space to EDC○ <u>East Renfrewshire's New Railway Station (Barrhead)</u> STAG Part II report has been completed and is currently with Transport Scotland for approval○ Glasgow's North Canal <u>Bank Street and Speirs Locks</u> Landscape Link and <u>Speirs Locks Garscube Toll and Links</u> projects have reached practical completion○ Glasgow's <u>Water Row</u> Grant Award FBC has been approved by Delegated Authority on 12 January 2022○ Inverclyde's <u>Inchgreen</u> FBC is to be considered by Inverclyde Council's Environment and Regeneration Committee in January 2022○ Planning Permission in Principal has been approved for Inverclyde's <u>Inverkip</u> Project site○ North Lanarkshire's Eurocentral Park and Ride (EPR) STAG Part 1 Appraisal has now been finalised○ The Metro Project's work packages have been completed by Steer, Jacobs and E-Rail.
City Region Intelligence Hub
<ul style="list-style-type: none">○ The Hub has been focused on providing the initial evidence of communities of focus to support the Clyde Mission Communities mission – with Scottish Government, Scottish Enterprise and Skills Development Scotland proposing to award £100,000 to the Hub to cover its time for this and other work to support the Jobs and Skills mission in the coming months○ The Hub has developed a national intraregional toolkit to support economic development officers as requested and paid for by SLAED (Scottish Local Authority Economic Development)○ The Hub has also developed a series of briefings which focus on the short and medium-term economic outlook○ The Hub has appointed a new Senior Economist
Region Economic Strategy and Recovery Plan Project Updates
<ul style="list-style-type: none">○ Progress has been made in developing the workstreams for the Housing Retrofit Programme; work to develop a proposal to prioritise retrofit of the Region's social housing is underway.○ The Region has been granted funding of £50k from Transport Scotland to undertake an Electric Vehicle Evaluation and Options Appraisal. The appraisal is underway and due to be completed in April 2022 (Section 4.5 below).○ Working with Scottish Enterprise, a £500k Low Carbon R&D Grant Fund for businesses in the Region opened for applications at the end of January 2022 (Section 4.7 below).

4. REGIONAL ECONOMIC STRATEGY AND RECOVERY PLAN PROJECT UPDATES

4.1. Regional Economic Strategy Action Plan

- 4.1.1. Following the approval of the Regional Economic Strategy (RES) in December 2021, the CEG approved a report from the PMO setting out the timescale for the development of the RES Action Plan. The PMO and Intelligence Hub have started the process to develop the Action Plan that will focus on the 12 priority programmes identified in the RES. The draft Action Plan will be shared with

the Economic Delivery Group for discussion before being taken to the Regional Economic Partnership (REP) on 9 June 2022. Once approved by the REP it is anticipated that the Action Plan will be submitted to the Cabinet on 21 June 2022

4.2. Levelling Up and Shared Prosperity Funds

- 4.2.1. The UK Government's Levelling Up White Paper was published 02/02/2022. The paper provides high-level information with regards to Shared Prosperity Funds and a proposed Innovation Acceleration for Glasgow City Region. The Director for Economic Growth is in discussion with UK Government officials regarding both items and will continue to keep Cabinet informed as more information becomes available.

4.3. Summer Intern Programme

- 4.3.1. In December 2021 the PMO submitted project proposal to the Glasgow City Council Summer 2022 Intern Programme. The proposal has been approved by the Programme Board. The proposal will see two interns working with the PMO for a 12-week period throughout summer 2022 to help design and develop the programmes within the Regional Economic Strategy. Activities will include undertaking socio-economic research to help build an understanding of relevant existing policies and the demand for Green Business Support services and a Public Sector Skills Academy. Intern costs are covered by GCC's Intern Programme.

4.4. Energy Retrofit Study and Implementation

- 4.4.1. The PMO has concluded the recruitment of Programme Manager 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. The Programme Manager has been appointed on a 2-year fixed term basis, funded through the Scottish Government's Regional Recovery Fund (RRF) allocation. Work has commenced on developing the workstreams that were identified in the report to Dec 2021 Cabinet and updates are provided below for each workstream:

<p>a) Finance</p> <p>The Housing Portfolio Group is working with the PMO to develop an increased, multi-year funding proposal to prioritise the delivery of retrofit activity for the 70,000 least energy efficient social housing properties in the Region. The PMO is liaising with Glasgow City Council's Green Economy Manager to identify potential investment funds that could be used to support retrofit activity.</p>
<p>b) Supply Chain: Market Capacity/Capability, Quality Assurance, and Management</p> <p>GCR will work with SE to develop a detailed map of the existing local supply chains, and the capability within the City Region to manufacture retrofit related materials and products (including voluntary sector and social enterprises, SMEs and public sector delivery organisations/direct labour organisations). This exercise will identify actions to scale up the local installation and manufacturing capability and capacity.</p>
<p>c) Residents</p> <p>Communication with owner occupiers requires clear national messaging about what will be required to bring homes up to the standard that meets the national policy objective of net zero by 2045. Work is ongoing with the Glasgow Household Survey team to include a section on retrofit in the 2022 survey and we will engage with the SG about national messaging.</p>
<p>d) Training and Reskilling</p> <p>Initial discussions have taken place between the PMO and SDS regarding scenario planning for the delivery of retrofit skills training to meet an increase in demand over the coming years. This work will support the proposal for additional funding to increase retrofit activity in social housing.</p>
<p>e) Data</p> <p>Discussions have already taken place between the PMO and Energy Savings Trust to establish a data sharing agreement and this will be followed up with discussions with the SG to access and share national data.</p>

4.5. Electric Vehicle Charging Points Evaluation and Options Appraisal

- 4.5.1. On 22 October 2021, the Scottish Futures Trust (SFT) wrote to all local authorities across Scotland advising them that Transport Scotland (TS) 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.

- 4.5.2. The Director for Regional Economic Growth submitted an expression of interest on behalf of the Region to SFT and was successful in securing £50k to undertake an initial study as part of the wider business case. This funding can be used to pay for internal or external resources and will support the production of an Evaluation and Options Appraisal as the first stage in the development of a Programme Business Case.
- 4.5.3. The Evaluation and Options Appraisal will look at the existing EV infrastructure for the member authorities and determine current gaps, needs and requirements for each. The study will focus on public sector funded EV infrastructure, with a view to unlocking additional Transport Scotland funding in the next financial year, and its development will coincide with the above noted partnership programme as noted in 4.2.2.
- 4.5.4. Consultants are in the process of being appointed with the study due to be completed by April 2022. This will inform the next stages of the Programme Business Case.

4.6. Community Wealth Building (CWB)

- 4.6.1. The PMO's Programme Manager for Health and Inclusive Growth has co-ordinated a joint response from the Portfolio Groups and individual Member Authorities that was submitted to the Scottish Government's Fair Work Nation consultation by the closing date on 23/12/21.
- 4.6.2. A detailed update on the actions that GCR can undertake to deliver against the five pillars of CWB will be presented to the Economic Delivery Group in February 2022. The Programme Manager has scheduled 6-weekly meetings with the SG to discuss progress made in GCR to support CWB and to make asks of government for support in terms of overcoming barriers faced by local authorities in delivering CWB.
- 4.6.3. The Intelligence Hub is carrying out analysis of the GCR business base in relation to barriers faced by local businesses in relation to payment of the Living Wage. The outcome of this work is being reviewed by the Procurement Support Group.

4.7. Net Zero Business Support

- 4.7.1. Scottish Enterprise (SE) has made available £500k of funding to establish a one-off Low Carbon R&D Grant Fund that will be open to businesses in Glasgow City Region. The grants will be used to accelerate the implementation of business-critical projects that will impact on the Scottish Government and SE ambitions for innovation, net zero, and lead to a positive jobs impact. The grant will allow companies to engage in R&D and Innovation activities to improve existing or develop new products and processes that are greener and aid the transition to a low carbon economy. This will support the grand challenge of responding to the Climate Emergency as set out in the GCR Regional Economic Strategy.
- 4.7.2. The proposal was discussed at the Enterprise Portfolio Group in December and the Fund opened to application at the end of January 2022. The fund will be administered and all applications will be appraised by SE. All allocations will require to be awarded by the end of March 2022 with the funding spent by the end of March 2023. Potential applications will be identified by the business advisors from Member Authorities and passed to SE for further development work. It is expected that the grants will be in the range of £25k-£50k.

4.8. Public Health Scotland Collaboration

- 4.8.1. Public Health Scotland's Organisational Lead for Regional Economies and Health has been providing support to the setup phase for the Economies for Healthier Lives project to develop a Capital Investment Health Inequalities Impact Assessment tool (funded by grant award from the Health Foundation). A Project Manager has now been recruited to take the project forward and will start in post on 21/02/22.

5. CITY REGION PORTFOLIO AND SUPPORT GROUP UPDATES

5.1. Enterprise Portfolio

- 5.1.1. The Enterprise Portfolio Group met on the 1 December 2021 and discussed the City Region's submission to the Scottish Government's Fair Work consultation, the proposed GCR business innovation fund being developed in collaboration with Scottish Enterprise, and opportunities for business support through the Shared Prosperity Fund.

5.2. Tourism and Destination Marketing Portfolio

- 5.2.1. A sub-group of the Tourism Portfolio Group met on 23 January to review and refresh the Tourism Strategy's Action Plan. The outcome of this discussion will be presented at the Portfolio Group meeting on 29 March 2022. Further discussions are planned with Visit Scotland during February around how the City Region can support the development of the 'National Tourism Observatory'.

5.3. Infrastructure and Assets Portfolio

- 5.3.1. The Infrastructure and Assets Portfolio met on the 17 December and received updates on GCR discussions around electric vehicle charging points, working with the SFT on the GCR Capital Investment Plan, and received a presentation on the Infralink project, delivered by the Scottish 5G Centre and the SFT. A report proposing collaboration with Infralink and the GCR local authorities was approved by the CEG on 3 February 2022.

5.4. Housing and Equalities Portfolio

- 5.4.1. The Housing and Equalities Portfolio met on 1 December and had a discussion on the next steps for the Retrofit Feasibility Study, as well as updates on NPF4 and the Housing Needs Demand Assessment. The Housing Portfolio Group has contributed to the development of a GCR response to the SG's Heat in Buildings consultation, and is supporting the work of the newly appointed Project Manager within the PMO who is leading on the development of the retrofit programme.

5.5. Land Use and Sustainability Portfolio

- 5.5.1. A sub-group of the Portfolio Group, led by Clydeplan, is supporting the continued development of the business case for a regional approach to tackling vacant & derelict land. The initial options appraisal process was undertaken at a meeting on 18/1/22 which considered the scope, delivery method, financing, and implementation options. It is expected that the final business case will be completed by the end of March 2022 and that this will propose a number of costed projects that will help to take advantage of V&DL in GCR, and which will form the basis of an ask of the SG to work with the GCR.

5.6. Transport and Connectivity

- 5.6.1. The Transport and Connectivity Portfolio Group met on the 4/2/22 and discussed updates on the development of the Metro and Transport Scotland's Strategic Transport Project Review 2 (STPR2), Glasgow City Region Bus Partnership, electric vehicle charging infrastructure, and the Regional Capital Investment Plan. Member Authorities have been invited to attend a more detailed discussion with Transport Scotland and the Metro Project Team on 16/2/22.

5.7. Skills and Employment Portfolio

- 5.7.1. The Skills and Employment Portfolio Groups met on the 14/12/21 and received a presentation on the newly approved Regional Economic Strategy. The Group undertook an initial review of its workplan actions to ensure that they contribute to towards the priority programmes identified in the RES. The Group also contributed to the joint GCR response to the SG's Fair Work Nation consultation, especially in relation to the issue of mandating the payment of the Living Wage.
- 5.7.2. The Employment Group met again on the 14/1/22 to have a detailed operational discussion about the delivery of local employability services, No One Left Behind and other SG funding, and potential opportunities to collaborate around the commissioning of services.

5.8. Procurement Support/Strategy Groups

- 5.8.1. The Procurement Support Group (PSG) met on the 16/12/21 and discussed the further development of a regional community wishlist approach to community benefits, and some of the key actions within the Sustainable Procurement Strategy, including the review of the community benefits menu, approach to contract supply management, and use of procurement frameworks. The Group met again on the 10/2/22 and carried out a lessons learned session regarding the procurement of City Deal infrastructure projects and the challenges faced by local authorities due to current market conditions.
- 5.8.2. The Sustainable Procurement Support Group met on the 10/2/22 and received a presentation from the Scottish Government on the 'Single Procurement Document & Environmental Management', literature review on payment of the living wage within GCR prepared by the Intelligence Hub, an update on the Economies for Healthier Lives project, and an update on the actions within the Sustainable Procurement Strategy.

6. CITY REGION INTELLIGENCE HUB UPDATE

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

- 6.1.1. The Hub has submitted the first phase of analysis to support the Clyde Mission Communities mission. The analysis provides an evidence base of the neighbourhoods for which the mission can focus short term activity. The team is in discussions with Scottish Government, Scottish Enterprise and Skills Development Scotland for a larger programme of socio-economic support to the Clyde Mission – who in turn will provide a grant of £100,000 to the Hub.
- 6.1.2. The £100,000 will be used in part, to cover the procurement of a dataset which will provide insight on business activity at a postcode level which is otherwise not available – it reflects the actual business activity beyond standard industrial sectors. For instance, it can be used to understand specialisms in emerging sectors such as Artificial Intelligence and Fintech and can be used to help explore local supply chains for the likes of the Retrofit project.
- 6.1.3. The Hub has recently created a toolkit for all local authorities in Scotland to measure their economic performance against a series of indicators. This builds on the regional toolkit developed by the team. This was requested a SLAED team who will cover the costs of the Hub to create the national toolkit.
- 6.1.4. The Hub has continued to produce three economic briefings over the past quarter – which focus on the short- and medium-term outlook for the economy. All the underlying data points to the importance of a policy / programme focus on skills and health in the coming months and years.
- 6.1.5. In December a new Senior Economist was appointed. The costs will be covered from within existing budget.

7. CITY DEAL PROGRAMME UPDATE

- 7.1.1. 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.

8. PROJECT STATUS SUMMARY

- 8.1.1. 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.
- 8.1.2. 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 **117** Full Business Cases (FBCs) to be developed, **42** have been approved to date.
- 8.1.3. In terms of Project status as at 31/12/21, of the 21 Infrastructure Programme projects:
 - no projects are reporting a Red status;
 - 1 is fully **complete** - Gartcosh/Glenboig Community Growth Area Project
 - **10** are reporting at **Amber** status (a reduction from 11 in last period); and
 - **10** are reporting at **Green** (an increase from 9 in last period with ERC M77 Project moving from Amber to Green following the approval of its revised programme in Dec 2021).
- 8.1.4. A position statement, setting out project progress and the issues being faced by projects is set out in Section 14.

9. CITY DEAL CHANGE CONTROLS REQUESTS

- 9.1. Four Change Control Requests have been received in this period. The first two were approved by CEG:
 - a) **North Lanarkshire Council A8/M8 Orchard Farm Roundabout** (MA Ref A8/M8 OF CC 3)

- **Timeline Changes:** The CCR seeks to restate the submission date of the OBC from February 2022 to June 2022 (+4 months). There will be no impact on FBC submission and Construction End.
 - **Reason for the change:** The reason for the change is to reflect an updated programme and to confirm key elements of the OBC, particularly commercial and financial case, and funding agreement.
 - **Scope:** No impact on project scope.
 - **Finance:** NLC states that the spend profile based on the current approved budget allocation has been amended to reflect the change of OBC submission date - no impact on costs.
 - **Benefits Realisation:** NLC states that this change will have no impact on benefits realisation and beneficiaries.
 - **CEG decision:** Deemed Minor Change. CEG approved 03/02/22.
- b) **Renfrewshire Council Clyde Waterfront & Renfrew Riverside (CWRR)** – (MA Ref CWRR-CR006)
- **Timeline Changes:** This CCR seeks to restate CWRR Construction End date from September 2023 to May 2024 which results in a delay to the overall programme set out in approved Change Control (CWRR-CR005) of approximately 8 months.
 - **Reason for the change:** Uncertain market economics, material costs fluctuations and associated risks have resulted in a delay to the contract finalisation and consequentially delay on the commencement of works.
 - **Scope:** The project scope remains unchanged.
 - **Finance:** No additional funding is required at present, however, commodity and supply issues are being monitored.
 - **Benefits Realisation:** The quantum of Project Benefits and identified Beneficiaries will be unchanged, however their delivery will be delayed by 9 months.
 - **CEG decision:** Deemed Moderate Change. CEG approved 03/02/22.
- c) **South Lanarkshire Council East Kilbride Community Growth Area (CGA) Jackton Primary School** (MA Ref CGA-EK-GGE-CCR01)
- **Reason for change:** The recent receipt of tender returns for the new Jackton Primary School project has resulted in an increase in the funding requirements for the project. A review of project specific funding arrangements for Newton CGA, Larkhall CGA and East Kilbride CGA has taken place and a revised financial package is now proposed which seeks to utilise cost savings already achieved in City Deal projects at Newton and Larkhall to address the funding shortfall at the Jackton Primary School project. The funding package also involves a re-allocation of financial resources between projects at East Kilbride CGA (from Hairmyres Park & Ride to Jackton Primary School).
 - **Finance:** The OBC Total Project Cost was estimated at £14.25m to be funded from City Deal £8.6m + Developer Contributions £5.65m. However, following tender this increased to £18.11m. The proposed breakdown is now:
 - **Total City Deal budget £10.936m**
 - £8.6m Jackton PS City Deal (as per OBC),
 - £1.0m City Deal from Hairmyres Park and Ride;
 - £0.654m City Deal Glengowan (Larkhall) City Deal saving;
 - £0.691m Westburn Roundabout (Newton) City Deal saving;
 - **Total Developer Contribution £7.174m**
 - Jackton PS Developer Contributions - £5.659m (as per OBC)
 - £1.515m additional developer contributions
 - **Total FBC Project Cost - £18.11m**
 - **Timeline change:** The CCR also seeks to restate: the FBC target approval date from November 2021 to February 2022 (+3 months); with construction start in March 2022; construction completion in July 2023. This will allow the project to be completed in time for the new pupil intake at the start of August 2023.
 - **Scope:** The project scope, as set out in the East Kilbride CGA OBC, has not changed. No projects within the South Lanarkshire CGA's programme are being re-scoped or re-assessed. All projects will be delivered and all benefits associated with the CGA programme remain the same.

- **Benefits Realisation:** It is not anticipated that the change will result in a reduction in the number of proposed beneficiaries, however, the benefits will start to be realised 12 months later.
- **CCR history:** In October 2020 SLC has submitted a Recovery Plan (ref. no. 201009_SLC_012) which proposed the following date changes:
 - FBC approval date moved from February 2020 to November 2021 (+1yr, 11 months);
 - Construction End dates moved from August 2021 to July 2023 (+1yr, 11 months).
- **Recommendation:** CEG 03/02/22 has recommended to Cabinet for approval of virement of funds.

d) East Renfrewshire Council M77 Strategic Corridor - (MA Ref M77PROG 0001)

- **Finance:** Following the recognition by the Dec 2021 Cabinet of the increased costs faced by ERC in developing its FBCs due to Covid impacts and in order to ensure agreed grant allocations can be paid to ERC for actual spend in the development of the FBCs, permission is sought to increase the funding approved for grant payment from that currently approved via the business case approval process from £11,612,480 to £13,097,000.
- **Reason for the change:** In Feb 2021 the Region took receipt of £65m accelerated City Deal grant funding from the Scottish Government (SG) to be allocated to the Member Authorities to cover their City Deal expenditure to end March 2021. Allocations for each Member Authority were calculated based on their projected spend to the end of March 2021. The availability and subsequent passing down of the £65m accelerated grant funding resulted in ERC receiving a payment for all of its City Deal expenditure to the end of 2020/21. At the same time as the accelerated funds were being allocated, the proposed allocations for 2021/22 were also being calculated. These proposed allocations took account of forecasted spend and the amounts which Member Authorities would have permission to draw down in grant payments by the end of 2021/22 as a result of the funding they had unlocked via the business cases approval process throughout 2021/22. The proposed allocations, which took account of planned business case approvals throughout the year, were approved by Cabinet. However, while ERC has continued to make progress with project delivery, the planned submission of a number of Full Business Cases during 2021/22 was delayed as ERC undertook a review of the scope and timescales of its wider programme in order to address Covid-related cost increases. Following completion of the review, the revised ERC programme was approved by Dec 2021 Cabinet, including the restatement of FBC submission dates. These restatements confirmed ERC will not be seeking approval for more funds via the business case approval process until beyond the 2021/22 financial year. As a result of the slippage in FBC approvals, the cumulative grant allocation agreed for ERC to end of 2021/22 amounts to more than has /will be approved via the business case approval process by the end of 2021/22.
- **Scope:** The change will have no impact on project scope.
- **Timeline Changes:** The change will have no impact on the project schedule/timelines approved in Dec 2021.
- **Benefits Realisation:** The change will have no impact on project benefits/beneficiaries.
- **Recommendation:** CEG 03/02/22 has recommended to Cabinet for approval.

10. BUSINESS CASES APPROVED BY DIRECTOR OF REGIONAL ECONOMIC GROWTH

- 10.1.1. 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. CEG may approve all other FBCs except those where changes between OBC and FBC are significant.
- 10.1.2. 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.
- 10.1.3. Clyde Waterfront and West End Innovation Quarter (**CWWEIQ**): Central Govan Action Plan **Water Row Phase 1 FBC (Glasgow City Council)** has been appraised by the Programme Management Office and, following confirmation that all elements are fully compliant with appraisal criteria has been approved by the Director of Regional Economic Growth in the period. The four main elements of this FBC are:
 - **Scope:** The City Deal funding of £1.645m will contribute, via a third party grant, to the costs of a £24.71m project being delivered by Govan Housing Association, the main deliverable of which

are new residential dwellings and commercial units. This FBC funding will be spent on design fees, construction costs and other costs including surveys, alterations and fixtures and fittings.

- **Finance:** The total cost of the City Deal funded element of the project is £1.645m - £1.415m from the City Deal Grant (86%) and £0.23m of GCC contribution (14%). This FBC is part of the CWWEIQ OBC which has total funding of £113.9m.
- **Timeline:** Works will start in March 2022 and complete October 2023.
- **Benefits Realisation:** This FBC contributes to the following specific direct outputs and benefits: 0.6 Hectares of vacant and derelict land brought back into productive use, 700 square metres of commercial space created, 7,686 square metres of residential floorspace created. (92 units for mid-market rent), 2,200 square metres of public realm enhanced.

11. BUSINESS CASES APPROVED/TO BE APPROVED BY CEG

11.1.1. Two business cases have been presented to CEG for approval in this period with a summary of each business case set out below.

11.1.2. Ravenscraig Access Infrastructure (RAI) – **West Coast Main Line (WCML) Crossing FBC** (South Lanarkshire Council) has been appraised by the Programme Management Office and, following confirmation that all elements are fully compliant with appraisal criteria, was approved by CEG on 3.2.2022.

- **Scope:** The FBC will deliver the physical delivery of a new bridge structure by Network Rail and its preferred contractor, with associated project and contract management by Network Rail.
- **Finance:** Approval has been granted to invest £22.334m City Deal funding – £19.407m from the City Deal (86%) and £2.927m of NLC contribution (14%).
- **Timeline:** Works will start in March 2022 and complete March 2023.
- **Benefits Realisation:** The FBC will deliver direct outputs of 2 new road junctions and 1 new road bridge. These benefits are part of the overall enabling works that will contribute to the wider benefits of the RAI project. The FBC attributes £6,958,538 of GVA (GCR by 2035) and 121 jobs PYE construction jobs to this particular project element.

11.1.3. East Kilbride Community Growth Area (CGA) – **Jackton Primary FBC** (South Lanarkshire Council) has been appraised by the Programme Management Office. The FBC has been presented to the CEG on 3.2.2022. Approval for the FBC will be granted by CEG following approval by Cabinet of the related Change Control Request set out at Section 9.1.c above.

- **Scope:** The FBC will deliver a new 4,751m² facility comprising: 17 mainstream classrooms and 2 general purpose areas, 4 Additional Support Needs (ASN) classrooms, Early learning and childcare (ELC) facilities for up to 80 three/four-year olds and 15 two-year olds, 7 a side floodlit football pitch which can be utilised for community lets out with school hours.
- **Finance:** This FBC seeks approval to invest £10.936m City Deal funding – £9.405m from the City Deal (86%) and £1.531m of SLC contribution (14%).
- **Timeline:** Works will start in March 2022 and complete August 2023.
- **Benefits Realisation:** The FBC sets out that the following outputs and benefits will be delivered by this FBC: 2,644 new houses built (including 592 affordable housing units, half built onsite and half offsite); 2 new retail units (class 1) – 422 sqm; 4,751sqm of Class 10 Non-Residential Floorspace; 200 sqm of Blue Green Infrastructure; 37,188sqm of Public Realm (enhanced); 1km of Road network (enhanced); 1km of Pedestrian Walkway (enhanced); 2km new cycle paths created; and 2 road junctions improved.

12. CITY DEAL PROGRAMME RISKS

12.1.1. 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.

13. CITY DEAL PROGRAMME ISSUES

- 13.1.1. The Programme Issue Log has been updated and all updates are noted in bold and italics in Appendix 4. As at 26/01/22 there was one issue, namely Issue 0038 *Construction Material availability and cost*. A ***Lessons Learned exercise will be undertaken to record how cost increases have been mitigated/managed at MA level.***

14. CITY DEAL PROGRAMME BENEFITS

- 14.1.1. Appendix 6 provides an overview of outputs delivered to date. The following additional outputs were reported in Q3 2021/22:
- 0.07ha of public realm (enhanced) has been reported following the completion of the Tradeston Bridge FBC within GCC's CWWEIQ project;
 - 0.96ha of Total Area of Opportunity Sites are available for development, and 24 New Residential Units reported by NLC through the Gartoch Glenboig CGA project;
 - 38 New Residential Units was reported by SLC through the Larkhall CGA project;
 - 48 New Residential Units was reported by SLC through the Hamilton CGA project; and,
 - 90 New Residential Units was reported by SLC through the Newton CGA project.
- 14.1.2. Community Benefit Outcomes reported as having been delivered within the reporting period are as follows:
- 1 Work Experience Placement - Non School by ERC,
 - 1 New Entrant Graduate - Full Time (from Priority Group) by ERC,
 - 2 Work Experience Placements – School by GCC,
 - 2 Site Visits by GCC,
 - 6 Vocational Training Qualifications by GCC,
 - 2 Work Experience Placements – School by NLC,
 - 2 New Entrant Graduates - Full Time (from Priority Group) by RC,
 - 4 Work Experience Placements - Non School by RC,
 - 1 Supply Chain Briefing with SME's by RC,
 - 4 Business Mentoring with Social Enterprise by RC, and
 - 20 Vocational Training Qualifications by RC.
- 14.1.3. The full Contract and Community Benefit Programme Summary is provided at Appendix 5A and Summary for each Member Authority is provided at Appendix 5B.

15. EXPECTED SPEND vs BUSINESS CASE APPROVALS BY PROJECT

- 15.1.1. Appendix 7 details the total expenditure per project from the latest estimates as at 31 December 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.
- 15.1.2. 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 £1.128bn compared with funding of £1.130bn. This represents a small underspend. Within this position there is reduced projected expenditure in relation to Ocean Terminal (£4.4m) and Cathkin Relief Road (£3m) partly offset by increased projected expenditure in relation to Place and Growth Programme (£4.9m). Previous Years Spend for infrastructure projects was £265m.
- 15.1.3. The actual spend for 2021/22 to Quarter 3 is £28.4m compared with an initial profiled spend to Quarter 3 of £49.7m. Variance is due to underspends across a range of projects. The expected spend in 2021/22 has reduced by £11.1m (14%) from £78.3m as at Q2 to £67.2m as at Q3 2021/22. The actual spend to date in 2021/22 of £28.4m represents 42% of the revised expected spend of £67.2m for 2021/22.
- 15.1.4. The cumulative to date spend as at Q3 2021/22 is £293m. The 5-year projected spend from 2020/21 to 2024/25 is £557m. Funding approved to date totals £474m. The cumulative grant allocation to the end of 2021/22 is £275m.

16. PROJECT FUNDING AND EXPECTED SPEND vs GRANT DRAWDOWNS

- 16.1.1. 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 3 2021/22. The total value of grant claims received in 2021/22 is £28m.

17. PMO BUDGET

- 17.1.1. The PMO budget is £1.874m for 2021/22. The budget projection, reported in Appendix 9, indicates projected annual spend will be £1k lower than budget in 2021/22. This is a change of £95k from Q2 principally due to the Investment Fund anticipated charges.

18. 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***.

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

- 18.1.1. 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.
- 18.1.2. 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.
- 18.1.3. ***Supplementary early economics work for the SBC was submitted to PMO and approved at GCR Chief Executives' Group in November 2021.***
- 18.1.4. ***Contract for Business Case consultants is currently out to tender. Following appointment and inception work, in early 2022, programme milestone dates may be updated.***
- 18.1.5. The programme consists of three sub-projects:
- Delivery of phase 5 of the ***Westerhill Development Road (WDR), formerly Bishopbriggs Relief Road (BRR5)***, 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. ***It has been agreed with the EDC Project Board that the Bishopbriggs Relief Road, Phase 5 (BRR5) will be renamed/rebranded the Westerhill Development Road (WDR).*** Work is ongoing to engage master-planning consultants to help develop and test follow-on investment options for Westerhill area, enabled by the ***WDR. Works include scoping for: Land Use and Economic Study (property market information, vision and business land use options); Preliminary Ecological Appraisal; mapping of opportunities and constraints, and site investigations.*** Consultants have been appointed for the WDR design and options development. Continuing to engage with local businesses, landowners, ***relevant Council service areas and relevant organisations*** to investigate potential for business/sector growth in the Westerhill area. ***Site access/investigations licenses and land acquisition approach being finalised in collaboration with EDC Estates and Legal Services. This will support ongoing discussions with relevant landowners/occupiers. Ongoing 1-2-1 discussions with landowners. Landowner workshops to recommence in 2022.*** EDC is currently investigating other funding opportunities to support complementary activity around areas such as Westerhill, including the Levelling Up Fund. ***EDC is progressing with a bid to Round 2 of the UK Levelling Up Fund in order to enhance the Westerhill Masterplan and Bishopbriggs Town Centre project, along with researching other funding opportunities. Community benefits workshops commencing with 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 consultants have been appointed and started review of regional model in relation to project areas, and in preparation for testing options and scenarios as the OBC process moves forward. **Finalising brief for design consultants** for A803 options to help inform OBC, **anticipated start early 2022**. 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. **S75 agreement for Morrisons new store development has been signed. This transfers land for the civic space to EDC.** EDC is 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 **is paused as the transport modelling work commences, which will inform the A803 through the town centre.** Public consultation is complete, together with a report of consultation **has been published.** 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. **Consultant appointment for feasibility study looking at Town Centre Incubation Space, is under way. Work to commence in January 2022.**

18.2. M77 Strategic Corridor Programme (ERC) (Green)

- 18.2.1. 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 Levern Valley Link Road has been deferred and removed from City Deal Programme following approval of ERC Programme Revision Dec 2021.***
- 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 II and Work has now commenced on the STAG 2 for submission to Transport Scotland. ***The STAG II report has been completed and is currently with Transport Scotland for approval. We expect a response from Transport Scotland in January 2022, before we engage with Network Rail regarding progressing matters.*** 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 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. 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 still to be determined*** and work is progressing on the tender documents. ***Revised programme following the Covid 19 impact has been issued as a Change Control Request (MA Ref ERC Programme Realignment Proposal) and approved by the Cabinet on 7/12/2021 resulting in changing the construction end date from March 2023 to August 2023 (+5 months). Construction start date remains unchanged.***
- 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. The scope will be defined when the survey of available land is complete. **Revised programme following the Covid 19 impact has been issued as a Change Control Request (MA Ref ERC Programme Realignment Proposal) and approved by the Cabinet on 7/12/2021 resulting in a reduction of the Scope and changing the construction end date from April 2024 to September 2023 (+5 months). Construction start date remains unchanged.**

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

- 18.3.1. 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 Cowlares 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 11 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 has advised that the information relating to housing completions delivered by follow-on investment will be included in the Q4 2020/21 Report from GCC.** A number of live construction contracts have been impacted by the Covid-19 across the 11 sub-projects.
- Sighthill Remediation Contract 1 is 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. 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. **Construction of terrace walls and backfilling of bridge assembly are ongoing. Although the project has seen good progress the timelines have been pushed out due to Covid and COP 26, the team are assessing options and details will be presented when known. Expected completion of the bridge pushed out until March 22.**
 - 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. Scope remains at AMBER due to not knowing the impact on UAT. Full smart system test event **still to be completed. Sighthill draining to canal was successfully launched during COP26.**
 - Cowlares Bridge (over railway) and Port Dundas 100 Acre Hill remediation, roads and utilities infrastructure are complete. Timeline remains at AMBER. Cowlares Bridge completed. 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 **The project is COMPLETE. Project has now reached practical completion with all road closures reinstated. Awaiting as built information to update benefits.**
 - Speirs Locks Garscube Toll and Links **Project is COMPLETE. Awaiting as built information to update benefits.**

- 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).

18.4. Collegelands Calton Barras (Amber)

- 18.4.1. 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. 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.
 - Improving Public Transport: High St Station – ***GCC confirmed by email sent on 21 January 2022 that FBC submission date delayed (current approved date is February 2022) as Transport Scotland (agreed delivery partner) and Network Rail (Delivery Agent) are finalising assessment prior to advising realistic dates for the project.***
 - Meat Market Roads and Infrastructure - ***GCC confirmed by email sent on 21 January 2022 that Home Group commencing Phase 1 works. Discussions ongoing with them to establish extent of City Deal investment required for Phase 2 infrastructure and linear park.***
 - Developer Deficit Grant Scheme - ***GCC confirmed by email sent on 21 January 2022 that additional funding being sought due to potential cost of Meat Market Shed revamp, further investigation commenced in relation to potential community asset transfer.***

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

- 18.5.1. 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. ***EIIPR consists of 18 sub-projects. Two sub-projects have been complete to the date.*** The EIIPR overall status remains at AMBER, to reflect the current impact and uncertainty from the Covid19 pandemic and challenges associated with issues with availability, security and cost of supplies (Issue Ref. S.14).
- Practical completion has been achieved on the Intelligent Street Lighting (ISL) sub-project and Sauchiehall Street Avenue Phase 1.
 - 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 3 - Argyle Street West and Underline Phase 1 (Cambridge Street): Public Realm Improvement Works was submitted to the City Region PMO for review and appraisal on the 10 December 2021.***
 - Sauchiehall Street Precinct ***tender has been published and procurement is underway. FBC is due for approval in March 2022 CEG. Construction is due to start in June 2022.***
 - Holland Street / Pitt Street ***Stage 4 design is complete, and tender documents are being prepared. FBC is due for approval in August 2022. Construction is due to start in November 2022.***

- Kyle Street / North Hannover Street - stage 4 design is underway. ***FBC is due for approval in August 2022. Construction is due to start in November 2022.***

Although projects are remaining committed to deliver scope, that will be fully defined within future FBCs.

18.6. Metropolitan Glasgow Strategic Drainage Partnership (Amber)

- 18.6.1. 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 11 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 ***in March 22***. Timeline remains at AMBER to reflect the withdrawal and resubmission of FBC.
 - Hillington/Cardonald SWMP Phase 3 – Penilee: Confirmation of additional Nature Scot funding secure but must be spent by March 2022. Tender ***was*** out with FBC submissions due by end of December. FBC due for submission in ***January 2022 (instead of November 2021 as previously stated)***.
 - 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. Garrowhill/Baillieston SWMP Scope remains at AMBER.
 - Drumchapel SWMP ***Scope changed to GREEN. Works are substantially complete contractor is now in defects period.***

18.7. Clyde Waterfront West End Innovation Quarter (Amber)

- 18.7.1. 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. Covid-19 related delays are having an impact on design and procurement across the Project.
- 18.7.2. ***In order to deliver the Govan-Partick Bridge sub-project, Glasgow City Council proposed to redirect budget between CWFWEIQ sub-projects. Officers have worked with Economists at Stantec to identify a budget re-allocation that facilitates the delivery of the Bridge while minimising impact on the economic outputs set out within the OBC. Following the approval of the CWFWEIQ Proposal for Programme Revision (Revision 9.0) approved by the Cabinet on 7/12/2021, 9 CWFWEIQ sub-projects have been deferred, namely:***
 - ***Developing Economic Role of SEC/Pacific Quay - Expressway Bridge,***
 - ***Developing Economic Role of SEC/Pacific Quay - Cessnock Pedestrian Link and***
 - ***Developing Economic Role of SEC/Pacific Quay - Canting Basin Bridge***

- ***Developing Economic Role of Yorkhill Hospital Site***
- ***Access and Integrity of the Waterfront - The Briggait/Lancefield Quay,***
- ***Access and Integrity of the Waterfront - Yorkhill Quay,***
- ***Access and Integrity of the Waterfront SEC – Active Travel, and***
- ***Access and Integrity of the Waterfront - Govan Graving Docks***
- The Access and Integrity of the Waterfront sub-project will see consolidation and adaptation of quay walls in order to unlock opportunity sites and improve connectivity to the city centre, improve public realm and place quality. Access and Integrity of the Waterfront sub-project includes:
 - Tradeston Bridge refurbishment including enhanced lighting functionality ***are complete (with residual snagging identified and instructed). Submission of further FBC addendum for remaining project budget TBC.***
 - Windmillcroft Quay project remains committed to deliver the 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 ***is in final stages*** with external consultant, with legal/funding negotiations with residents (and their property factor - Speirs Gumley) progressing in tandem. Speirs Gumley are currently ingathering agreed financial contributions towards the works from each residential property. ***Tender production to commence in early 2022, with associated GCC City Administration Committee approval to be sought to confirm satisfaction to proceed to procurement. FBC submission anticipated to be approved at August 2022 CEG.***
- The Developing the Economic Role of SEC / Pacific Quay includes:
 - SEC-Finnieston Link (Grant Award) - construction of the pedestrian/cycle route. Timeline status remains Amber, to reflect the current impact and uncertainty from the Covid19 pandemic and the possible prolongation of works going forward. Timeline impact continues to be assessed. ***FBC submission anticipated to be approved at June 2022 CEG. GCC is currently in dialogue with SEC regarding their design options. Grant Award to SEC, therefore GCC would only be monitoring construction phase status, not managing the works.***
- The Developing the Economic Role of Glasgow University includes:
 - Byres Road Public Realm Improvement - 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 ***anticipated to be approved at April 2022 CEG.*** Timeline status remains Amber. Works are currently at design / ***tender production stage***, with formal TRO process progressing in tandem. ***Phasing of construction may be required to accommodate the entirety of the works; this may require a subsequent FBC addendum for a second phase of construction.***
- ***Following the approval of the CWFWEIQ Proposal for Programme Revision (Revision 9.0) by the Cabinet on 7/12/2021 (CCR 210916_GCC_CH039, MA Ref GCC/CNN/WFWEOQ/011):***
 - ***THE SUB- PROJECTS Developing the Economic Role of QEUH and Adjacencies – Access Improvements Project AND Improving Connectivity between Glasgow University and QEUH - Active Travel Route (South) Project WERE merged under the name of GRID - Clyde Waterfront Innovation Campus: Access and Connectivity Grant Award.***
 - ***THE SUB- PROJECTS Developing the Economic Role of QEUH and Adjacencies - Development Deficit Funding 1 AND Developing the Economic Role of QEUH and Adjacencies- Development Deficit Funding 3 Project WERE merged under the name OF GRID - Clyde Waterfront Innovation Campus: Site Remediation and Servicing Grant Award.***
- The Central Govan Action Plan Project includes:
 - The 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 ***is complete.***

- CGAP 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. ***Timeline impact continues to be assessed.*** Grant award to Govan Heritage Trust, therefore GCC are only monitoring construction phase status, not managing the works.
- Water Row Grant Award - CGAP Project DDF 1 has been combined with Developing the Economic Role of QEUH and Adjacencies - DDF 2 ***under the name Water Row Grant Award. The FBC was submitted to GCR PMO review in December 2021 and received approval via Delegated Authority on 12 January 2022. Grant Award to Govan Housing Association, therefore GCC would only be monitoring construction phase status, not managing the works. Status remains Amber. FBC was approved and will expect to move to Green in next cycle.***
- The Improving Connectivity between Glasgow University and QEUH sub-project includes:
 - The creation of an Active Travel Route (North Route) from Partick to the University campus, which was initially impacted by a shortage of material due to the Covid-19 lockdown in Southern China in early 2020 followed by delay to site commencement with the UK lockdown. ***Public Realm for Active Travel Route (North) works substantially completed, with residual remedial works instructed (post COP26). Contractor required to undertake some outstanding works and agreed interface with works being undertaken by Scottish Power. Status held at amber until fully resolved.***
 - Construction of a new Govan and Partick Bridge pedestrian/cycle crossing, improving connectivity between Glasgow University and the QEUH. ***FBC approved by GCR Cabinet and contract awarded by GCC in December 2021. FBC approval with significantly higher than anticipated costs, required the agreed deferral of eight CWWEIQ Sub-Projects, due to overall budget constraints. Status remains Amber, to reflect the current impact and uncertainty from the Covid19 pandemic. Pre-start discussions underway; site access date is 10 January 2022. Timeline impact continues to be assessed.***

18.8. Inchgreen Project (IC) (Green)

- 18.8.1. 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. 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. ***FBC to be submitted to Inverclyde Council's Environment and Regeneration Committee in January 2022. The FBC will then be submitted to the relevant Cabinet post E&R Committee. It was initially planned that the FBC would be submitted to E&R before the end of 2021. A change request will be required following the decision of E&R to update the project timeline. This will be submitted in Q4.***

18.9. Ocean Terminal (IC) (Amber)

- 18.9.1. 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.

- 18.9.2. 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 – **due to be completed in August 2022**. Will not have impact on cost. Change Control Request will be submitted once programme confirmed. Work progressing well on site and the structural steel framework is largely complete.

18.10. Inverkip Project (IC) (Amber)

- 18.10.1. 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.
- 18.10.2. 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 **within the next reporting period**. 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. **Planning Permission in Principal has been approved for the Inverkip site. In addition, there are internal discussions on the strategy of progressing the OBC and FBC and whether they will be submitted together.**

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

- 18.11.1. 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.
- 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 was 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. **Part 1 option appraisal and feasibility study has now been finalised. It should be noted that Part 1 was paused to take account of the outcome of the TS Management Motorways study which been further delayed. Part 1 has recommended that considering the initial transport modelling, the impact of the pandemic, the future uncertainty of traffic patterns and outstanding strategic transport**

initiatives/studies that the project should be deferred until further into the City Deal programme. The Study identifies that the need for the project and its respective scope could be impacted by a number of other factors affecting transport in the area, including the outcomes of other ongoing studies (e.g. Transport Scotland Managed Motorways), policies and strategies (e.g. Glasgow City Centre Transformation Plan and Glasgow Transport Strategy), GCR Metro Proposals and future local development planning decisions. When appropriate, Part 2 will follow reporting on demand analysis (considering Covid-19), options, high level costs and the feasibility of Eurocentral and the specific site. Subject to the outcome of Part 2, NLC would bring forward a proposal to expand the existing scope to the PMO/CE/Cabinet through a change control and would evidence funding sources and potential benefits. If approved, an OBC would be developed for consideration and approval.

- Substantial Progress has been made with regard to the Orchard Farm Roundabout, with OBC preparation underway. ***It is however proposed to move the submission for approval of the OBC from February 2022 to June 2022 – Change Control No. 211207_NLC_CH0032 (MA Ref A8/M8 OF CC 3). The short delay to the OBC submission has no overall impact on the programme.*** 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. 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. ***The Council will liaise with Transport Scotland's High-Speed Rail team to understand the impact of the forthcoming feasibility study into rail stations at Eurocentral. The impacts will be incorporated into any programme and proposals.***

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

- 18.12.1. 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.

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

- 18.13.1. 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) - subject to Planning Consent, other approvals and FBC approval in February 2022. Enabling works will commence in Spring

2022. **Overall, progress in Q3 focussed on the procurement of contractors for the WCML Crossing, preparation of the associated FBC, and continuing land assembly. Specific progress included: received and jointly assessed tender returns with Network Rail for WCML Crossing, prepared and submitted WCML Crossing FBC to enable contract award in Q4, reached agreements with last tenants of industrial land for first phase.** 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. **At end of Q3 the project is progressing to programme.** 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 Council approved making of CPO for RIA South for new dual carriageway from Ravenscraig to Motherwell. **Preparation of planning application for dualling of Airbles Road is ongoing (as Permitted Development) - submission subject to SEPA pre-approval of technical detail. Market testing was undertaken, including PIN, to aid development of procurement strategy for RIA South. In terms of RIA North, capacity check undertaken for project and contract management services. In Q4 action will focus on securing City Deal approval to WCML Crossing FBC and Council approval to contract award and subsequently entering Network Rail implementation agreement and construction contract. NLC will submit CPO for RIA South for new dual carriageway from Ravenscraig to Motherwell to Transport Scotland for technical appraisal, commence procurement of project and contract management services for RIA North, confirm procurement strategy for new dual carriageway from Ravenscraig to Motherwell, submit planning application for dualling of Airbles Road (as Permitted Development), and continue land assembly.**

- 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. **Co-ordination of projects incorporating optioneering workshop scheduled to take place in January.** 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 **is underway and progressing well.** Muir Street FBC has obtained approval and secured committee approval to appoint the recommended contractor (Balfour Beatty) for Muir Street. Priorities for Q4 21/22 now include finalising integrated programme discussions with ScotRail, concluding land access requirements and other mobilisation tasks ahead of works site start in January 2022.

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

- 18.14.1. 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. Letter of Acceptance was issued to John Graham Construction on 1 November 2021, the contract has now commenced. ***The Contractor has completed some additional investigations on site to inform the detailed design process. Compilation of quality plans CEMP and dialogue with SEPA on the process to allow surrender of the PPC Licence are on-going.*** An Elected Member briefing for West Dunbartonshire Council ***took place on*** 15 December 2021. ***The briefing was positively received. The first Project newsletter has been compiled and posted to over 3500 residents and businesses in the local area. This newsletter provides links to the project website and gives an opportunity to sign up to future digital newsletters. Posters advising the website address are also being delivered to public buildings in the project area.*** 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. ***A Change Control (CWRR-CR006) has been drafted and included within the quarterly returns for consideration by CEG. Next stages include site clearance (expected to start in the second half of January 2022) with site establishment following on.***

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

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'. Deck and parapet concrete pours are complete and service ducts and handrail installed. Works to complete the bridge include kerbing, footways/pavements and lighting columns. ***The Black Cart Cycleway Bridge is nearing completion. Finishing works include deck completion/surfacing and tie in of new footways/cycleways. Carriageway and footpath surfacing works are complete on the existing Abbotsinch Road and main realignment, out with some areas requiring the final finish surfacing, which will be undertaken in 2022. Traffic is now on the full extent of the new road re-alignment, however, this is being operated with temporary traffic management and still under the control of the Contractor. Renfrewshire Council have not yet taken ownership of the works.***

18.16. Cathkin Relief Road (SLC) (Green)

- 18.16.1. 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. 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. ***Project has recently been reprofiled to reflect state of play. Remaining matters are related to Part 1 and Part 2 claims. Property inspections and offers have been made to 29 eligible properties for the Part 2 claims and Part 1 claims also continue to be progressed / settled. While progress is being made, completion of the financials agreement / transactions***

is slow, and it is necessary to revise the expected outturn for 2021/22 with funding slipping into 2022/23.

18.17. Greenhills Road Project (SLC) (Amber)

- 18.17.1. 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 current programme has a planned substantial completion of December 2021 but material supply, Covid-19 and logistics contributing to these significant delays. 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.. The project was on schedule for substantial completion during summer 2020. ***Further delays to programme have led to a new planned completion (not accepted) of February 2022, but contractual completion remains mid-May 2021.***

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

- 18.18.1. 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 ***but likely to end in 2026***, Project Monitoring ongoing to 2035. These dates are under constant review. ***The phased delivery programme is being considered with work now underway in relation to traffic modelling, revised junction layouts, early action elements (EV / Active Travel) and preparation of the OBC.***

18.19. Community Growth Areas (SLC) (Green)

- 18.19.1. 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 regarding 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. Covid issues delayed some of the investigation works but these have now been completed. A new change control was approved to delay FBC approval till March 2022 and construction completion in till October 2022.
 - The Glengowan Primary School Extension project FBC was approved in August 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 associates 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 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. 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. ***The FBC for Jackton PS was submitted for PMO review in December 2021 following receipt of tenders. The FBC, together with the CCR associated with the financials for the project are seeking approval of CEG and Cabinet in February 2022. School opening now estimated to be August 2023 (12-month delay).*** A COVID recovery plan was prepared and submitted to the PMO in October 2020 with alterations to the programme dates. These may be the subject of future change controls.

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

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. 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. 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. ***It has been requested in October 2021 via change notice to push back submission of the FBC to November 2022 to allow sufficient time for the detailed design to take place. It was advised at that time that construction works will be adjusted and programmed to commence in 2023 once Exxon have completed the remediation of the contaminated land.*** 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.

18.21. Airport Access Project/Metro (Amber)

- 18.21.1. 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.

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.

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.

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.

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.

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.

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.

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. Additionally, the MFS continues to engage across the many evolving strategies, interventions and policies that are being developed, including the Bus Partnership Fund, National Planning Framework 4, Clyde Mission, Climate Change and modal shift targets. Collaborative work will continue by the MFS to align these programmes to the future ambitions of a Metro Network and transformation opportunities for the City Region.

Additionally, the MFS has undertaken a number of specific reviews to augment the SBC process to provide a combined and composite set of outputs which together help inform the assessment and priorities for transport planning investments for the next 20 years. The MFS appointed Steer Group as the MFS transport specialist and support definitions of any additional specific consultancy commissions. They also supported the development of guiding principles for the ambition and objectives of a Glasgow Metro and how a Metro+ concept can be developed for the Outline Business Case stage. Jacobs UK Ltd supported two accelerated work packages around the development of an economic narrative, and the

options for transport governance/operator model; whilst E-Rail Ltd undertook a third accelerated work package on an early stage evaluation study into land value capture. All work packages have been completed by Steer and Jacobs and E-Rail. Invoices have been submitted for the totality of their work and are in the process of being paid via accounts payable (this includes the £160k secured from the Regional Recovery Fund).

The development of the Local, Regional and National Transport Strategies continue to progress to evolving timelines. Publication of the draft STPR2 recommendations is anticipated in **late** January 2022. **A 12-week statutory consultation period will follow. The Feasibility Study project team will continue to work with partners to review the draft recommendations and provide consultation feedback to support their assessment. The final STPR2 recommendations are expected to be confirmed in summer 2022. The project team will also continue to work collaboratively with Transport Scotland and SPT to assist with any further preparatory work to support the development and delivery of Metro proposals in the event of STPR2 recommendation of moving the Metro to OBC Stage.**

The final Metro Feasibility Study reports will form a suite of composite work providing expert assessment and investigation to compliment the detailed STAG based work that has been undertaken by Transport Scotland on the Glasgow Metro as part of the STPR2 Process. The output aims to provide a clear articulation of the Metro vision focussed on a sustainable transport model for a new tier of public transport, delivering an integrated low carbon transport network, encouraging a move away from private car travel, enhanced accessibility to jobs, education and health services whilst stimulating inward investment across the region.

A Glasgow City Region Greenprint for Investment prospectus was launched in September which included a case study reference for the MFS. Work continues with Transport Scotland to prepare the composite outputs by the end of 2021 and support any inclusion of any recommendations within the STPR2 outputs due in early 2022.

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. CITY DEAL ANNUAL IMPLEMENTATION PLAN UPDATE

19.1. Annual Implementation Plan Status

19.1.1. The Annual Implementation Plan, which was approved by June 2021 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 10 with updates for the period marked in bold italic font.

19.1.2. 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	5	(10%)	0	(0%)	5	(8%)
Green	25	(50%)	9	(100%)	34	(58%)
Complete	18	(36%)	0	(0%)	18	(31%)
Superseded	0	(0%)	0	(0%)	0	(0%)
Future	2	(4%)	0	(0%)	2	(3%)
	50	100%	9	100%	59	100%

19.1.3. 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, **18** have already been completed. No actions are at Red Status. **5** actions are no longer expected to be completed within the approved timescales or are encountering issues with their implementation (Amber status), 4 of which have received approval from CEG 03/02/22 for revised timescales as set out in the table below.

Ref	Theme	Action	Approved Timescale	Revised Timescale
6.0	Com. Benefits	Complete Cenefits Data Protection Impact Assessment (DPIA)	Oct-21	<i>Feb-22</i>
11.0	Evaluation	Contribute to the development of the City Deal Evaluation Framework, alongside the Intelligence Hub.	Required for every City Deal business case submitted to the PMO.	<i>Feb-22</i>
23.0	Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Aug-21	<i>Feb-22</i>
41.0	Comms and Marketing	Produce annual report on Social Media and Website reach, with summary progress and recommendations going forward.	Jan-22	<i>Feb-22</i>

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.

Project Name	Sub Projects										
		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Real.	Approved FBC dates	End of construction
INFRASTRUCTURE PROGRAMME											
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
	A803 Sustainable Travel Corridor		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		G	G	G	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	G	G	G	09/06/2022	Aug 2023
	Balgraystone Road			C	C	C	C	G	G	28/03/2019	Apr 2020
	New Railway Station and allied works			F	F	G	G	G	G	Sep 2023	Dec 2025
	Levern Valley Link			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Dams to Darnley Visitor Facilities			F	F	G	G	G	G	Jul 2023	Sep 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	A	A	A	29/03/2018	Jul 2019
	FBC4: NGIWMS				C	C	C	A	A	29/03/2018	Jun 2019
	NGIWMS: Cowlairs Link				F	A	A	A	A	Jul 2022	Aug 2023
	FBC 5: North Canal Bank Street / Landscape Link				C	C	C	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	C	C	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
	Cowlairs: Remediation & Servicing				F	F	F	F	F	Jul 2022	Aug 2023
4. Collegelands Calton Barras		C	C	C		A	A	A	A	various	various
	Improving Public Transport: High St Station				F	F	F	F	F	Feb 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	A	30/06/2019	01/08/2020
	CBAP: Development Deficit Grant Scheme				F	F	F	F	F	Oct 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		C	C	C		A	A	A	A	various	various
	FBC1: Sauchiehall Street West Phase 1				C	C	C	C	A	01/12/2017	01/05/2019

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Real.	Approved FBC dates	End of construction
	Block A - Argyle St West (M8-Hope Street) & Cambridge Street				F	A	G	A	A	Feb 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	Jul 2022	Jul 2024
	Block A - New City Road				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				F	A	G	A	A	Jul 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	C	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 - Queensland Gardens				C	G	A	A	F	Dec 2021	Aug 2022
	Hillington/Cardonald SWMP - Ph 3: Penilee	C	C	C	F	G	A	F	F	Nov 2021	Sep 2022
	FBC 5: Garrowhill/Ballieston SWMP				C	A	A	A	A	29/08/2019	Nov 2022
	Drumchapel SWMP				C	G	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						A	A	A	A	various	various
	Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm				F	A	A	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				n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link	C	C	C	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	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				n/a	n/a	n/a	n/a	n/a	n/a	n/a
	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 (*)				F	F	F	F	F	Aug 2023	Feb 2025

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Real.	Approved FBC dates	End of construction
	Water Row Grant Award (**)				F	A	A	A	A	Feb 2022	Jan 2024
	Develop. Econ. Role of QEUH and Adjacencies – Development Deficit Funding 3 (*)				n/a	n/a	n/a	n/a	n/a	n/a	n/a
	GRID - Clyde Waterfront Innovation Campus: Access and Connectivity (***)				F	F	F	F	F	Aug 2023	Feb 2025
	Developing the Economic Role of Yorkhill Hospital Site				n/a	n/a	n/a	n/a	n/a	n/a	n/a
	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
	CGAP Development Deficit Funding – Commercial Floorspace 1 (**)				n/a	n/a	n/a	n/a	n/a	n/a	n/a
	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				n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Access and Integrity of Waterfront - Yorkhill Quay				n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Access and Integrity of Waterfront - Windmillcroft Quay				F	A	A	A	A	Jul 2022	Mar 2024
	Access and Integrity of Waterfront - SEC - Active Travel				n/a	n/a	n/a	n/a	n/a	n/a	n/a
	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
	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				n/a	n/a	n/a	n/a	n/a	n/a	n/a
	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
	Improving Connectivity between GU and QEUH - Active Travel Route (South) (***)				n/a	n/a	n/a	n/a	n/a	n/a	n/a
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	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	A	G	G	Jul 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 South - FBC WCML Crossing			n/a	F	G	G	G	F	Feb 2022	Mar 2023
	RIA South - New Dual Carriageway Rav to Motherwell			n/a	F	G	G	G	F	Oct 2022	Jun 2025
	RIA North - Dualing of A723 Rav to M8			n/a	F	G	G	G	F	Jul 2023	Dec 2025
	RIA South - 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

Project Name		Sub Projects										
		SBC	OCB	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Real.	Approved FBC dates	End of construction	
	Motherwell Town Centre Interchange		C	C	C	G	G	G	G	Nov 2021	Jun 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	
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	Mar 2022	Oct 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	G	26/10/2022	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	
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:		CEG	CAB
Complete	Date missed and not restated	03/02/2022	15/02/2022
		17/03/2022	12/04/2022
		28/04/2022	
		09/06/2022	21/06/2022
		28/07/2022	09/08/2022
		08/09/2022	
		26/10/2022	08/11/2022
		07/12/2022	2023

OMember Authority	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	Papers Submission Deadline	Award of Contract	Construction Start	Construction End	Formal opening		
Infrastructure Projects															
EDC/SPT	1. Place and Growth Programme		11/02/2020	01/05/2023	n/a	01/05/2023	Jul 2023	Aug 2023	various	no date	Sep 2023	Dec 2026	no date		
							no date	no date	no date	no date	no date	no date	no date		
							no date	no date	no date	no date	no date	no date	no date		
							no date	no date	no date	no date	no date	no date	no date		
ERC	2. M77 Strategic Corridor		23/06/2015	18/08/2015	various	various	various	various	various	various	various	various	various		
							12/02/2019	12/02/2019	18/08/2015	18/08/2015	Sep 2015	Oct 2015	Nov 2015	Aug 2016	Aug 2016
							as above	as above	30/11/2017	n/a	Feb 2018	Mar 2018	Mar 2018	Mar 2019	Jan 2020
							09/04/2019	09/04/2019	09/06/2022	n/a	29/04/2022	Jun 2022	Aug 2022	Aug 2023	Aug 2023
							as above	as above	28/03/2019	n/a	Feb 2019	May 2019	Jun 2019	Apr 2020	Oct 2020
							Feb 2023	Feb 2023	Sep 2023	n/a	Aug 2023	Dec 2023	Dec 2023	Dec 2025	Dec 2025
							Oct 2023	Oct 2023	Sep 2024	n/a	Aug 2024	Oct 2024	Nov 2024	Nov 2025	TBC
							09/08/2022	09/08/2022	Jul 2023	08/11/2022	17/06/2022	Sep 2023	Sep 2023	Sep 2024	Sep 2024
GCC	3. Canal and North Gateway		18/08/2015	15/12/2015	11/12/2018	11/12/2018	various	various	various	various	various	various	various		
							15/12/2015	15/12/2015	Nov 2015	Dec 2015	Dec 2015	Nov 2017	TBC		
							18/10/2016	18/10/2016	Sep 2016	Mar 2017	Mar 2017	Jan 2020	TBC		
							29/03/2018	10/04/2018	Feb 2018	Apr 2018	Jun 2018	Jul 2019	COMPLETE		
							29/03/2018	10/04/2018	Feb 2018	Jun 2018	Jun 2018	Jun 2019	TBC		
							28/07/2022	n/a	17/06/2022	Aug 2022	Aug 2022	Aug 2023	Aug 2023		
							29/05/2019	n/a	Apr 2019	May 2019	Jun 2019	Apr 2020	TBC		
							30/01/2020	n/a	13/12/2019	Jan 2020	Mar 2020	Sep 2021	Sep 2021		
							28/11/2019	n/a	25/10/2019	Dec 2019	Dec 2019	Jul 2020	Jul 2020		
							07/12/2022	n/a	28/10/2022	Jan 2023	Jan 2023	Dec 2023	Dec 2023		
							07/12/2022	n/a	28/10/2022	Aug 2022	Aug 2022	Aug 2023	Aug 2023		
							28/07/2022	n/a	17/06/2022	Aug 2022	Aug 2022	Aug 2023	Aug 2023		
							GCC	4. Collegelands Calton Barras		18/08/2015	12/04/2016	11/12/2018	11/12/2018	various	various
03/02/2022	n/a	10/12/2021	Feb 2022	Mar 2022	Sep 2023	Sep 2023									
28/07/2022	n/a	17/06/2022	Aug 2022	Aug 2022	Aug 2023	Aug 2023									
30/06/2019	n/a	May 2019	Jun 2019	Jun 2019	Aug 2020	Aug 2020									
26/10/2022	n/a	16/09/2022	Nov 2022	Nov 2022	Jul 2024	Jul 2024									
20/06/2019	n/a	01/05/2019	27/06/2019	27/06/2019	18/04/2020	Apr 2020									
24/05/2017	06/06/2017	Apr 2017	Jan 2018	Jan 2018	Jul 2018	Aug 2019									
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm		18/08/2015	13/12/2016	11/12/2018	11/12/2018	various	various	various	various	various	various	various		
							01/12/2017	n/a	Nov 2017	Dec 2017	Jan 2018	May 2019	May 2019		
							03/02/2022	n/a	10/12/2021	Mar 2022	Mar 2022	Feb 2024	Feb 2024		
							Aug 2023	n/a	Jul 2023	Sep 2023	Sep 2023	Jan 2026	Jan 2026		
							Aug 2023	n/a	Jul 2023	Sep 2023	Nov 2023	Jan 2026	Jan 2026		
							Jan 2025	n/a	Dec 2024	Feb 2025	Apr 2025	Dec 2026	Dec 2026		

O Member Authority	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	Papers Submission Deadline	Award of Contract	Construction Start	Construction End	Formal opening
		Block A - Kyle Street - North Hanover Street					28/07/2022	n/a	17/06/2022	Aug 2022	Aug 2022	Jul 2024	Jul 2024
		Block A - New City Road					23/09/2021	n/a	13/08/2021	Oct 2021	Oct 2021	Jun 2023	Jun 2023
		Block A - Sauchiehall Street Precinct					28/04/2022	n/a	18/03/2022	May 2022	May 2022	Dec 2023	Dec 2023
		Block B - Holland Street/Pitt St					28/07/2022	n/a	17/06/2022	Aug 2022	Aug 2022	May 2024	May 2024
		Block B - Elmbank Street & Elmbank Crescent					Feb 2025	n/a	Jan 2025	Mar 2025	May 2025	Nov 2026	Nov 2026
		Block B - Glassford Street/Stockwell Street					Nov 2025	n/a	Oct 2025	Dec 2025	Mar 2026	Jan 2028	Jan 2028
		Block B - Broomielaw/Clyde Street					Feb 2026	n/a	Jan 2026	Mar 2026	May 2026	Oct 2028	Oct 2028
		Block C - Hope Street					Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028	Dec 2028
		Block C - International Financial Services District					Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028	Dec 2028
		Block C - St Vincent Street					Sep 2026	n/a	Aug 2026	Oct 2026	Dec 2026	Oct 2028	Oct 2028
		Block C - John Street					Jul 2023	n/a	Jun 2023	Aug 2023	Oct 2023	Mar 2025	Mar 2025
		Block C - George Street					Oct 2026	n/a	Sep 2026	Nov 2026	Jan 2027	Dec 2028	Dec 2028
		Intelligent Street Lighting					29/03/2018	10/04/2018	Feb 2018	Feb 2018	Dec 2018	Jun 2019	Jun 2019
<u>GCC</u>	6. Metropolitan Glasgow Strategic Drainage Partnership		18/08/2015	16/02/2016	14/08/2018	14/08/2018	various	various	various	various	various	various	various
		FBC 1: Camlachie Burn					29/03/2017	11/04/2017	May 2017	Jun 2017	Jun 2017	Jul 2019	TBC
		FBC 2: Cardowan Surface Water Management Plan (SWMP)					02/08/2018	14/08/2018	May 2018	Jun 2018	Jul 2018	Sep 2019	TBC
		FBC 4: South East Glasgow SWMP					23/05/2019	n/a	May 2019	Jun 2019	Jul 2019	Apr 2021	Apr 2021
		FBC 3: Hillington/Cardonald SWMP- Phase 1 Moss Heights/Halfway Community Park					30/08/2018	n/a	Aug 2018	Aug 2018	Sep 2018	May 2019	May 2019
		Hillington/Cardonald SWMP - Ph 2 - Queensland Gardens					Dec 2021	n/a	Nov 2021	Jan 2022	Jan 2022	Aug 2022	Aug 2022
		Hillington/Cardonald SWMP - Ph 3: Penilee					Nov 2021	n/a	Nov 2021	Dec 2021	Dec 2021	Sep 2022	Oct 2022
		FBC 5: Garrowhill/Ballieston SWMP					29/08/2019	n/a	Jul 2019	Aug 2019	Sep 2019	Nov 2022	Nov 2022
		Drumchapel SWMP					30/01/2020	n/a	13/12/2019	Feb 2020	Mar 2020	Mar 2021	Mar 2021
		Cockenzie St SWMP					03/02/2022	n/a	10/12/2021	Mar 2022	Mar 2022	Nov 2022	Dec 2022
		Fullerton Avenue SWMP					Feb 2023	n/a	Jan 2023	May 2020	Jul 2022	Mar 2023	Mar 2023
		Eastern Springburn SWMP					28/04/2022	n/a	18/03/2022	May 2022	May 2022	Feb 2023	Jan 2023
		High Knightswood/Netherton SWMP					09/06/2022	n/a	29/04/2022	Jul 2022	Jul 2022	Mar 2023	Jan 2023
<u>GCC</u>	7. Clyde Waterfront West End Innovation Quarter		18/08/2015	12/04/2016	11/12/2018	11/12/2018	various	various	various	various	various	various	various
		Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm					28/04/2022	n/a	18/03/2022	May 2022	May 2022	Dec 2023	Dec 2023
		Develop. Econ. Role of GU - University Avenue and Campus Connections					Mar 2024	n/a	Feb 2024	Apr 2024	Apr 2024	Apr 2025	Apr 2025
		Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge					Oct 2023	n/a	Sep 2023	Nov 2023	Nov 2023	Nov 2024	Nov 2024
		Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link					Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2024	Sep 2025	Sep 2025
		Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link					09/06/2022	n/a	29/04/2022	Jul 2022	Jul 2022	Jul 2023	Jul 2023
		Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge					Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2023	Oct 2025	Oct 2025
		Investing in the Strategic Road Network to Unlock Development (M8 Jct19)					Feb 2024	n/a	Jan 2024	Mar 2024	Mar 2024	Mar 2025	Mar 2025
		GRID - Clyde Waterfront Innovation Campus: Site Remediation and Services (*)					Aug 2023	n/a	Jul 2023	Sep 2023	Sep 2023	Feb 2025	Feb 2025
		Water Row Grant Award (**)					03/02/2022	n/a	10/12/2021	Dec 2021	Dec 2021	Jan 2024	Jan 2024
		Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3 (*)					Aug 2023	n/a	Jul 2023	Sep 2023	Sep 2023	Feb 2025	Feb 2025
		GRID - Clyde Waterfront Innovation Campus: Access and Connectivity (***)					Aug 2023	n/a	Jul 2023	Sep 2023	Sep 2023	Feb 2025	Feb 2025
		Developing the Economic Role of Yorkhill Hospital Site					Aug 2024	n/a	Jul 2024	Sep 2024	Sep 2024	Aug 2025	Aug 2025
		FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South)					29/03/2018	10/04/2018	Mar 2018	Apr 2018	Apr 2018	Apr 2019	COMPLETE
		CGAP Development Deficit Funding - Commercial Floorspace 1 (**)					Nov 2021	n/a	Oct 2021	Dec 2021	Dec 2021	Oct 2022	Oct 2022
		FBC 2: CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor)					20/06/2019	n/a	01/05/2019	Jun 2019	Jun 2019	Jun 2020	Jun 2020
		Access and Integrity of Waterfront - The Briggait/Lancefield Quay					Apr 2024	n/a	Mar 2024	May 2024	May 2024	Nov 2025	Nov 2025

O Member Authority	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	Papers Submission Deadline	Award of Contract	Construction Start	Construction End	Formal opening
		Access and Integrity of Waterfront - Yorkhill Quay					Apr 2024	n/a	Mar 2024	May 2024	May 2024	May 2025	May 2025
		Access and Integrity of Waterfront - Windmillcroft Quay					28/07/2022	n/a	17/06/2022	Aug 2022	Aug 2022	Mar 2024	Mar 2024
		Access and Integrity of Waterfront - SEC - Active Travel					Mar 2024	n/a	Feb 2024	Apr 2024	Apr 2024	Apr 2026	Apr 2026
		Access and Integrity of Waterfront - Custom House Quay					Oct 2023	n/a	Sep 2023	Nov 2023	Nov 2023	Oct 2025	Oct 2025
		Access and Integrity of Waterfront - Calton Place					Oct 2023	n/a	Sep 2023	Nov 2023	Nov 2023	Oct 2025	Oct 2025
		Access and Integrity of Waterfront - Tradeston Phase 1					28/01/2021	n/a	09/12/2020	Dec 2020	Feb 2021	Jul 2021	Jul 2021
		Access and Integrity of Waterfront - Tradeston Phase 2					-	n/a	-	-	-	-	
		Access and Integrity of Waterfront - Govan Graving Docks					Apr 2023	n/a	Mar 2023	May 2020	Apr 2023	Apr 2024	Apr 2024
		Improving Connectivity between GU and QEUH - Govan-Partick Bridge					Nov 2021	n/a	Oct 2021	Dec 2021	Dec 2021	Sep 2023	Sep 2023
		Improving Connectivity between GU and QEUH - Active Travel Route (North)					31/10/2019	n/a	20/09/2019	17/10/2019	Feb 2020	Oct 2020	Dec 2020
		Improving Connectivity between GU and QEUH - Active Travel Route (South) - (***)					Aug 2023	n/a	Jul 2023	Sep 2023	Sep 2023	Feb 2025	Feb 2025
		IC					8. Inchgreen		12/02/2019	01/06/2021	n/a	01/06/2021	17/03/2022
IC	9. Ocean Terminal		20/10/2015	10/10/2017	various	various	various	various	various	various	various	various	various
		Marine Works			04/06/2019	04/06/2019	29/05/2019	04/06/2019	May 2019	Apr 2019	Jun 2019	Mar 2020	Jul 2021
		Terminal Building			10/12/2019	10/12/2019	28/11/2019	10/12/2019	25/10/2019	Dec 2019	Apr 2021	Apr 2022	Apr 2022
IC	10. Inverkip		20/10/2015	10/10/2017	09/02/2021	09/02/2021	26/08/2021	n/a	18/12/2020	Apr 2021	May 2021	Feb 2022	Jul 2021
NLC	11. A8 M8 Corridor Access Improvements		18/08/2015	various	n/a	various	various	various	various	various	various	various	various
		Eurocentral: Park & Ride/Share		09/08/2022	n/a	09/08/2022	Apr 2023	n/a	17/06/2022	Sep 2022	Mar 2023	Feb 2024	Mar 2024
		Orchard Farm Roundabout		15/02/2022	n/a	15/02/2022	28/07/2022	n/a	17/06/2022	Aug 2022	Sep 2022	Feb 2023	TBC
NLC	12. Gartcosh/Glenboig Community Growth Area		18/08/2015	06/06/2016	09/04/2019	09/04/2019	various	various	various	various	various	various	various
		Glenboig Link Road - FBC 1					18/10/2016	18/10/2016	Sep 2016	Nov 2016	May 2017	Jun 2018	Aug 2018
		Glenboig Link Road - FBC 2					30/12/2016	13/12/2016	Nov 2016	Dec 2016	May 2017	Jun 2018	Aug 2018
NLC	13. Pan Lanarkshire Orbital Transport Corridor		18/08/2015	various	n/a	various	various	various	various	various	various	various	-
		RIA South - FBC WCML Crossing		06/10/2020	n/a	06/10/2020	03/02/2022	n/a	10/12/2021	Feb 2022	Mar 2022	Mar 2023	TBC
		RIA South - New Dual Carriageway Rav to Motherwell					26/10/2022	08/11/2022	16/09/2022	Nov 2022	Jan 2023	Jun 2025	TBC
		RIA North - Dualing of A723 Rav to M8					Jul 2023	Aug 2023	May 2023	Aug 2023	Sep 2023	Dec 2025	TBC
		RIA South - Dualing of Airbles Road and Jnct improvements					Jan 2024	Feb 2024	Dec 2023	Feb 2024	Mar 2024	Dec 2025	TBC
		East Airdrie Link Road		Apr 2023	n/a	Apr 2023	Dec 2024	n/a	Mar 2023	Feb 2025	Mar 2025	Mar 2027	TBC
		Motherwell Town Centre Interchange		10/04/2018	04/06/2019	04/06/2019	03/11/2021	n/a	Sep 2021	Dec 2021	Jan 2022	Jun 2022	Jun 2022
RC	14. Clyde Waterfront and Renfrew Riverside (CWRR)		23/06/2015	13/12/2016	14/08/2018	14/08/2018	25/02/2021	n/a	15/01/2021	Mar 2021	Jul 2021	Sep 2023	TBC
RC	15. Glasgow Airport Investment Area (GAIA)		23/06/2015	13/12/2016	11/12/2018	11/12/2018	28/03/2019	09/04/2019		Jun 2019	Jul 2019	Jan 2022	TBC
SLC	16. Cathkin Relief Road		18/08/2015	20/10/2015	04/06/2019	04/06/2019	23/05/2019	04/06/2019		Feb 2016	Apr 2016	Jan 2017	TBC
SLC	17. Greenhills Road		18/08/2015	18/10/2016	09/10/2018	09/10/2018	30/08/2018	09/10/2018		Nov 2018	Mar 2019	Jul 2021	TBC
SLC	18. Stewartfield Way Transport Capacity		01/06/2021	12/04/2022	n/a	12/04/2022	Dec 2024	n/a	Oct 2021	Jan 2025	May 2024	Mar 2026	TBC
SLC	19. SLC Community Growth Area		18/08/2015	15/12/2015	various	various	various	various	various	various	various	various	various
SLC	19a. Community Growth Area (GCA) - Newton			15/12/2015	14/08/2018	14/08/2018	various	various	various	various	various	various	various
		Newton CGA Park and Ride					24/05/2017	06/06/2017		May 2017	Jun 2017	Dec 2017	TBC
		Newton Farm Primary School					03/02/2016	16/02/2016		Feb 2016	Feb 2016	Aug 2017	TBC
		Westburn Roundabout					29/11/2018	n/a		Dec 2018	Mar 2019	Sep 2019	TBC
		Sustainable Transport Intervention					28/01/2021	n/a	18/12/2020	May 2022	Aug 2022	Dec 2022	TBC
SLC	19b. Community Growth Area - Hamilton			18/10/2016	14/08/2018	14/08/2018	various	various	various	various	various	various	various
		FBC1: Woodhead Primary School Extension					02/08/2018	14/08/2018		Aug 2018	Sep 2018	Aug 2019	TBC
		FBC2: Highstonehall Road Upgrade Works					29/11/2018	n/a		Aug 2018	Aug 2018	Apr 2019	TBC
		FBC3: Woodfoot Road Transport Corridor Improvements					25/04/2019	n/a		Apr 2019	Jun 2019	Dec 2019	TBC

O Member Authority	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	Papers Submission Deadline	Award of Contract	Construction Start	Construction End	Formal opening
		FBC4: Woodfoot Road/Wellhall Road Junction					25/11/2021	n/a	15/10/2021	Dec 2021	Dec 2021	Jun 2022	TBC
		FBC5: Wellhall Road/Hillhouse Road Junction					25/11/2021	n/a	15/10/2021	Dec 2021	Dec 2021	Jun 2022	TBC
		FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions					28/04/2022	n/a	18/03/2022	Apr 2022	Jun 2022	Mar 2023	TBC
		FBC7: Calderside Academy					03/02/2022	n/a	10/12/2021	Mar 2022	May 2022	Oct 2023	TBC
<u>SLC</u>	19c. Community Growth Area - Larkhall			14/02/2017	13/08/2019	13/08/2019	various	various	various	various	various	various	various
		Holy Cross High Extension					03/02/2022	n/a	10/12/2021	May 2022	Jul 2022	Aug 2024	TBC
		Glengowan Primary School Extension					02/08/2021	n/a	18/06/2021	Jul 2021	Aug 2021	Jun 2022	TBC
		Larkhall Nursery Extension					n/a	n/a	n/a	Mar 2021	Mar 2021	Aug 2021	TBC
		Merryton Roundabout & Link Road					25/11/2021	n/a	15/10/2021	Dec 2021	Dec 2021	Aug 2023	TBC
		A72 Lanark Road / M74 Signalisation					17/03/2022	n/a	04/02/2022	Mar 2022	Apr 2022	Oct 2022	TBC
		M74 Works					Apr 2023	n/a	Mar 2023	May 2023	Jun 2023	Jun 2024	TBC
		Community Facility					03/02/2022	n/a	10/12/2021	Mar 2022	May 2022	Oct 2023	TBC
<u>SLC</u>	19d. Community Growth Area - East Kilbride			15/12/2015	14/08/2018	14/08/2018	various	various	various	various	various	various	various
		Park and Ride Facility - Hairmyres					Apr 2023	n/a	Mar 2023	Apr 2023	Jun 2023	Mar 2024	TBC
		New Primary School (Phase 1) - Jackton					25/11/2021	n/a	15/10/2021	Dec 2021	Dec 2021	Jul 2023	TBC
<u>WDC</u>	20. Exxon Site Development Project		18/08/2015	11/04/2017	12/02/2019	12/02/2019	26/10/2022	n/a	16/09/2022	2023	2023	2025	TBC
<u>Reg Pri</u>	21. Airport Access (Regional Project)		15/12/2015	13/12/2016	10/12/2019	10/12/2019	07/12/2022	n/a	28/10/2022	Jan 2023	Feb 2023	Oct 2025	TBC
<u>Innovation</u>													
None	ICE - Imaging Centre of Excellence						17/03/2015	17/03/2015			complete	complete	
NLC	Medicity						17/03/2015	17/03/2015			complete	complete	
GCC	Tontine						15/10/2015	15/10/2015			complete	complete	
<u>Skills & Employment Projects</u>													
GCC	Working Matters (Successor Programme)						12/04/2016	12/04/2016			n/a	n/a	
GCC	In Work Progression						12/04/2016	12/04/2016			n/a	n/a	
RC	Youth Gateway Guarantee						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	<u>RISK</u> : Programme GVA and Jobs targets not achieved / Benefit Cost Ratio reduced <u>CAUSE</u> : 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. <u>EFFECT</u> : 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.	4	3	12	High	18/01/2022	↔
rsk 0001	24/01/2020	Finance	Programme Underspend Against Projections	<u>RISK</u> : Programme does not meet forecasted spending profile set out within the annual forecast submitted to Scottish Government as required by the Grant Letter. <u>CAUSE</u> : 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. <u>EFFECT</u> : 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 2021/22 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.The trend has continued in Q3 with delays to and increases in spend along with change controls. <i>Revsied Q4 projections have been submitted to PMO 7/01/22 showing GCR continues to spend ahead of grant receipt.</i>	3	3	9	Medium	18/01/2022	↔
rsk 0007	24/01/2020	Financial	Public Sector/Partner Funding Availability	<u>RISK</u> : Member Authority and Partner funding contributions do not materialise <u>CAUSE</u> : Pressures on public sector funding/expenditure, Covid-19 impacts on Member Authorities' Capital Programme budgets, increase in interest rates and borrowing costs <u>EFFECT</u> : 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. Two Change Control Requests <i>approved</i> by Dec 2021 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.	3	3	9	Medium	25/01/2022	↔
rsk 0012	24/01/2020	Procurement	Lack of contractors/competition for contracts	<u>RISK</u> : Failure to secure interest in the Project from bidders and failure to retain bidders. <u>CAUSE</u> : 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. <u>EFFECT</u> : 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>Dec 2021 Procurement Support Group members repot recent tender prices have been higher than initially scoped with this being a factor in GCC Waterfront Change Control Request and continuing to be recognised as Programme Issue.</i>	3	3	9	Medium	26/01/2022	↔

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 Q3 2021/22 returns to the PMO . A Green Investment Prospectus was 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.	4	2	8	Medium	18/01/2022	↔
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. £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. Transport Scotland's STPR2 Phase Two report has sifted in Metro project to progress to business case development.	3	2	6	Medium	26/02/2022	↔
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	25/01/2022	↔
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	26/01/2022	↔
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	18/01/2022	↔
rsk 0042	15/01/2021	Sustainable Procurement	Achievement of Community Benefits	RISK: The commitments within the Regional Sustainable Procurement Strategy are not implemented by all MAs. CAUSE: 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. EFFECT: 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	18/01/2022	↔

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 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-Director of Regional Economic Growth	PMO-Assistant Head	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 attended by 60 staff from PMO staff and MA Project Managers during August 2021. <i>Subsidy control and Carbon Accounting training scheduled for PMO/LOG Feb 2022.</i>	3	1	3	Low	25/01/2022	↔
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. <i>Member Authorities providing presentation of business cases to PMO at time of submission resulting in fewer 'partly compliant' ratings in business case appraisals/fewer resubmissions of each business case.</i>	2	1	2	Low	26/01/2022	↔
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	25/01/2022	↔

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	<u>ISSUE</u> : construction materials costs have considerably increased and their availability considerably reduced <u>CAUSE</u> : Covid -19 pandemic and Brexit <u>EFFECT</u> : Increased in final project cost and impact on delivery times.	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 and November 2021 Programme Liaison Group meetings. 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>Lessons Learned exercise to be undertaken to record how cost increases have been mitigated/managed at MA level.</i>	PMO / MA	Ongoing		Medium	Open	25/01/2022	
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 Q3 2021/22 (up to 10 January 2022)									
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		167	426		420		6	
Value of Contracts Awarded to Date	£4,666,613		£357,263,983	£361,930,596		£250,457,608		£111,472,988	
Number with Contractual Community Benefit	20		117	137		134		3	
Value with Contractual Community Benefit	£555,973		£341,537,940	£342,093,913		£232,705,248		£109,388,665	
Number with Voluntary Community Benefit	25		10	35		34		1	
Value with Voluntary Community Benefit	£674,780		£4,754,439	£5,429,219		£5,429,219		£0	
Number with No Community Benefit	214		38	252		252		0	
Value with No Community Benefit	£3,435,860		£7,081,604	£10,517,464		£12,393,708		(£1,876,244)	
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	£118,852,363	60%	33%		47%		-14%	
Contracts Awarded to an SME	141	£66,082,444	33%	18%		26%		-8%	
Contracts Awarded to a Local SME	92	£35,011,616	22%	10%		14%		-4%	
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%	4%		6%		-2%	
Contracts Awarded to an SME	76	£7,870,339	2%	2%		3%		-1%	
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	254	167	39	31	1	10	0	36	3
New Entrants – City Deal Priority Groups	69	47	15	5	0	2	0	9	0
New Entrant Graduate - Full Time (from Priority Group)	28	20	4	4	0	0	0	3	3
New Entrants – Council Programme or Initiative	82	50	10	13	0	7	0	14	0
New Start - Apprentice (from Priority Group)	52	30	9	9	1	1	0	9	0
Apprentice - Transferred	23	20	1	0	0	0	0	1	0
Targeted Skills & Training - Category Total	732	423	137	97	18	28	0	69	11
Work Experience Placement - Non School	118	62	26	24	0	3	0	16	5
Work Experience Placement - School	212	119	40	28	9	12	0	19	2
Work Experience Placement - Foundation Apprenticeship	5	3	2	0	0	0	0	0	0
Careers Event	148	92	22	27	2	2	0	14	0
Workplace Visit	171	129	16	12	6	2	0	10	2
School Mentoring or Enterprise Programme	39	17	11	4	1	2	0	1	1
MCR Pathways 1-2-1 Mentoring Programme	12	3	5	2	0	2	0	1	0
Taster Session - Delivery Partner Programme	21	5	11	0	0	5	0	4	0
Volunteering Opportunity - City Deal Priority Group	5	1	4	0	0	0	0	4	0
Training Programme	1	1	0	0	0	0	0	0	1
Supply Chain Development - Category Total	97	57	14	17	0	2	-1	17	1
Supply Chain Briefing with SME's	66	36	9	14	0	2	0	15	1
Business Mentoring for a SME's	30	20	5	3	0	0	-1	2	0
Business Mentoring with Social Enterprise	1	1	0	0	0	0	0	0	0
Vocational Training Qualification Total	214	159	26	22	0	5	2	40	26
Non-Financial Support for a Community Project	123	82	18	11	2	5	0	9	0
Totals – Non-Financial Interventions	1420	888	234	178	21	50	1	171	41
Financial Support for a Community Project	£118,600	£86,600	£23,000	£6,000	£0	£1,000	£0	£19,600	(£400)

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 - Q3 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	73	£11,908,322			-£94,796	80	£169,209,218			£30,298,603	16	£15,795,938			£0								
Contracts >£50K Value	0	£0			£0	11	£10,753,128	15%	90%	-£94,796	61	£168,646,451	76%	99.67%	£30,298,603	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	55	£11,659,696	75%	98%	-£94,796	39	£65,153,637	49%	39%	£0	9	£6,529,509	56%	41%	£0								
Contracts Awarded to an SME	0	£0			£0	18	£7,328,864	25%	62%	£0	28	£28,850,266	35%	17%	£0	10	£9,768,611	63%	62%	£0								
Contracts Awarded to a Local SME	0	£0			£0	14	£7,314,164	19%	61%	£0	17	£17,573,285	21%	10%	£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							
Targeted Recruitment and Employment - Total	0	0	0	0	0	0	0	13	13	0	0	0	0	0	103	67	35	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	34	19	15	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	2	0	0	0	0	0	17	12	4	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	36	26	10	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	11	6	5	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	5	4	1	0	0	0	0	0	0	0	0	0	0	0
Targeted Skills & Training -Total	0	0	0	0	0	0	0	74	72	0	0	2	0	0	423	246	131	25	0	21	12	10	3	0	0	0	4	3
Work Experience Placement - Non School	0	0	0	0	0	0	0	1	1	0	0	0	0	0	79	43	26	8	0	2	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	118	71	35	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	103	68	21	12	0	2	2	2	2	0	0	0	0	0
Site Visit	0	0	0	0	0	0	0	47	46	0	0	1	0	0	70	54	16	0	0	0	3	5	0	0	0	0	2	3
School Mentoring or Enterprise Programme	0	0	0	0	0	0	0	1	1	0	0	0	0	0	13	1	11	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	12	3	5	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	21	5	11	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	4	0	4	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	14	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	26	17	9	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	21	16	5	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	58	32	26	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	17	1	0	2	4	4	4	0	0	0	0	0
Totals - Non Financial Interventions	0	0	0	0	0	0	0	120	116	0	2	2	0	0	698	427	223	27	0	23	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	£92K	£69K	£23K	£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 - Q3 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	Number	Value	% of Total Number	% of Total Value	Difference in Period			
All Contracts Awarded	103	£13,652,234			£2,148,614	63	£112,659,939			£79,000,000	65	£36,932,485			£0	3	£359,627			£0								
Contracts >£50K Value	23	£12,809,944	22%	94%	£2,124,858	26	£111,678,625	41%	99%	£79,000,000	27	£36,123,083	42%	98%	£0	2	£339,670	67%	94%	£0								
Contracts >£50K Value with No Community Benefit	8	£1,383,479	8%	10%	£0	7	£707,859	11%	1%	£0	11	£4,515,623	17%	12%	£0	2	£339,670	67%	94%	£0								
Contracts Awarded to Local Company	69	£10,104,035	67%	74%	£2,124,427	13	£1,204,667	21%	1%	£0	49	£22,876,410	75%	62%	£0	2	£339,670	67%	94%	£0								
Contracts Awarded to an SME	36	£1,695,372	35%	12%	£55,700	13	£1,771,614	21%	2%	£0	33	£16,577,760	51%	45%	£0	1	£19,957	33%	6%	£0								
Contracts Awarded to a Local SME	27	£1,396,511	26%	10%	£0	6	£795,524	10%	1%	£0	22	£7,251,391	34%	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	45	28	4	11	0	2	0	49	41	0	0	0	6	2	0	0	0	0	0	0	
New Entrants – City Deal Priority Groups	3	0	0	1	0	2	0	6	2	0	4	0	0	0	20	20	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	2	2	0	0	0	0	0	2	2	0	0	0	0	0	0	0	0	0	0		
New Entrants – Council Programme or Initiative	3	2	0	1	0	0	0	17	8	0	7	0	2	0	13	8	0	0	0	5	0	0	0	0	0	0		
New Start - Apprentice (from Priority Group)	8	5	0	2	1	0	0	19	15	4	0	0	0	0	2	1	0	0	0	1	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		
Targeted Skills & Training -Total	108	24	0	64	16	0	4	78	54	5	19	0	0	0	32	29	0	0	0	2	1	0	0	0	0	0	0	
Work Experience Placement - Non School	14	2	0	11	0	0	1	13	8	0	5	0	0	0	7	7	0	0	0	0	0	0	0	0	0	0		
Work Experience Placement - School	55	9	0	36	8	0	2	21	16	5	0	0	0	0	11	9	0	0	0	2	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			
Careers Event	12	2	0	7	2	0	1	14	6	0	8	0	0	0	3	3	0	0	0	0	0	0	0	0	0	0		
Site Visit	21	10	0	6	5	0	0	22	16	0	6	0	0	0	3	3	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		
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			
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			
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			
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			
Supply Chain Development - Total	3	2	0	1	0	0	0	31	16	0	14	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	21	8	0	12	0	1	0	3	1	0	0	0	0	2	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			
Business Mentoring with Social Enterprise	0	0	0	0	0	0	0	5	5	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	66	44	0	20	0	2	0	72	69	0	0	0	3	0	0	0	0	0	0		
Non-Financial Support for a Community Project	18	3	1	10	2	2	0	13	13	0	0	0	0	0	3	2	0	0	0	0	1	1	0	0	0	0		
Totals – Non-Financial Interventions	150	39	1	83	19	4	4	233	155	9	64	0	5	0	159	142	0	0	0	11	6	1	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		

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)	36	27	0.00	3.62
ENV_04	Public Realm Enhanced (Ha)	41	41	0.07	9.86
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	0.00	15.00
TR_10	Pedestrian Routes created (km)	41	29	0.00	8.62
TR_11	Pedestrian Routes enhanced (km)	22	19	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	0.96	368.83
LU_02	Total Area of Opportunity Sites (Ha)	633	369	0.96	212.80
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	0.00	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)	9,917	9,917	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
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	200.00	2,297
HOUS_02	Number of New Private Housing Units (HLAA TENURE.PRIV)	8,782	4,992	200.00	2,280
HOUS_03	Number of New Affordable Housing Units (HLAA TENURE.INT)	951	1,171	0.00	268
HOUS_04	Number of New Social Housing Units (HLAA TENURE.SR)	107	50	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 31 DECEMBER 2021														
Infrastructure Authority/Project	Estimated Project Funding £	Projected Cumulative Spend £	Previous Years Spend £	Actual Spend 2021/22 £	CTD Actual Spend £	Profiled Spend to Q3 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	44,016,033	12,988,257	395,725	13,383,982	586,500	1,546,718	875,000	14,534,975	31,824,563	11,612,480			
	44,000,000	44,016,033	12,988,257	395,725	13,383,982	586,500	1,546,718	875,000	14,534,975	31,824,563	11,612,480	12,688,000	238,000	89%
Glasgow Canal and North (Sighthill)	73,390,000	73,357,196	67,427,046	4,638,000	72,065,046	4,029,056	3,600,078	4,029,056	71,027,124	16,002,329	83,393,000			
Glasgow Canal and North	15,900,000	15,941,000	8,107,954	-	8,107,954	1,858,466	1,965,922	2,060,280	10,073,876	8,826,867	-			
Glasgow City Centre	115,520,000	115,520,000	14,769,307	1,172,694	15,942,001	1,609,578	2,582,000	2,648,562	17,351,307	52,689,000	24,171,000			
Glasgow Clyde and Waterfront	113,900,000	113,900,000	9,337,651	2,796,149	12,133,800	2,866,402	8,347,000	6,774,666	17,684,651	85,513,000	49,532,000			
Glasgow Collegelands	27,000,000	27,000,918	6,902,918	142,082	7,045,000	459,988	232,000	654,127	7,134,918	20,840,000	6,488,000			
Glasgow MGSDP	40,200,000	40,158,306	26,375,306	4,964,694	31,340,000	3,825,051	5,516,000	4,795,359	31,891,306	21,783,000	34,933,000			
Total Glasgow	385,910,000	385,877,420	132,920,182	13,713,619	146,633,801	14,648,541	22,243,000	20,962,050	155,163,182	205,654,196	198,517,000	121,113,000	6,706,000	82%
Inchgreen	9,427,000	9,426,600	53,669	33,331	87,000	176,000	4,500,000	2,350,000	4,553,669	9,398,000	230,000			
Inverkip	3,250,000	3,250,000	18,000	-	18,000	40,000	200,000	100,000	218,000	3,232,000	260,000			
Ocean Terminal	14,137,000	9,699,978	4,478,978	1,653,022	6,132,000	4,536,000	4,630,000	5,830,000	9,108,978	5,300,906	9,693,000			
Total Inverclyde	26,814,000	22,376,578	4,550,647	1,686,353	6,237,000	4,752,000	9,330,000	8,280,000	13,880,647	17,930,906	10,183,000	4,781,000	3,677,000	61%
North Lanarkshire A8/M8	6,634,316	6,478,521	325,498	32,747	358,245	165,556	86,933	215,988	412,431	6,215,729	4,484,000			
North Lanarkshire Gartcosh/Glenboig	6,223,205	6,223,203	6,024,611	8,896	6,033,507	8,817	198,592	18,900	6,223,203	543,622	7,317,204			
North Lanarkshire Pan Orbital Transport Corridor	159,605,479	159,761,274	4,640,179	5,787,628	10,427,807	7,915,954	10,367,609	11,523,119	15,007,788	93,162,886	14,136,000			
Total North Lanarkshire	172,463,000	172,462,998	10,990,288	5,829,271	16,819,559	8,090,327	10,653,134	11,758,007	21,643,422	99,922,237	25,937,204	9,771,000	9,788,000	90%
									-	-				
Renfrewshire CWRR	90,636,000	90,636,000	15,670,434	964,000	16,634,434	10,199,116	7,811,000	17,799,672	23,481,434	75,564,000	90,636,000			
Renfrewshire GAIAR	39,049,000	39,049,000	29,073,141	3,691,859	32,765,000	5,523,945	6,286,000	8,386,070	35,359,141	17,195,859	39,049,000			
Total Renfrewshire	129,685,000	129,685,000	44,743,575	4,655,859	49,399,434	15,723,061	14,097,000	26,185,742	58,840,575	92,759,859	129,685,000	42,329,000	5,799,000	82%
South Lanarkshire Cathkin Relief Road	19,028,457	16,000,168	14,671,300	58,017	14,729,317	553,280	500,000	1,278,280	15,171,300	1,420,593	21,628,000			
South Lanarkshire Council Community Growth Areas	60,300,000	60,299,998	15,554,564	203,974	15,758,538	842,586	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	1,298,601	24,048,501	3,465,000	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	9,758	383,495	199,900	75,000	549,900	448,737	20,830,400	1,205,500			
South Lanarkshire Total	169,228,698	166,200,407	53,349,501	1,570,350	54,919,851	5,060,766	8,064,366	9,562,957	61,413,867	79,449,322	72,397,511	49,202,000	2,780,000	85%
West Dunbartonshire -EXXON	27,897,000	27,897,000	2,235,924	297,750	2,533,674	400,000	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	150	2,932,875	420,000	400,000	560,000	3,333,025	3,560,000	15,149,000	2,934,000	559,000	105%
EDC - Place and Growth	30,000,000	34,881,000	109,302	300,000	409,302	81,975	300,000	109,302	409,302	5,419,802	700,000	55,000	133,000	46%
TOTAL INFRASTRUCTURE	1,130,291,698	1,127,690,436	264,820,701	28,448,777	293,269,478	49,763,170	67,244,773	78,903,058	332,065,474	556,672,551	473,782,195	245,000,000	30,000,000	83%

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 31 DECEMBER 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	44,016,033	14,534,975	238,000	12,926,000	13,091,227	122,307	105,542	64,773		292,622	13,383,849
Glasgow Canal and North	89,298,196	81,101,000			75,535,534	3,075,757	977,827	583,584		4,637,168	80,172,702
Glasgow City Centre	115,520,000	17,351,307			14,769,322	275,176	303,405	594,300		1,172,881	15,942,203
Glasgow Clyde and Waterfront	113,900,000	17,684,651			9,337,366	475,646	856,189	1,464,779		2,796,614	12,133,980
Glasgow Collegelands	27,000,918	7,134,918			6,902,470	129,400	13,056	523		142,979	7,045,449
Glasgow MGSDP	40,158,306	31,891,306			26,370,313	2,857,431	1,167,984	864,019		4,889,434	31,259,747
Total Glasgow	385,877,420	155,163,182	6,706,000	127,819,000	132,915,005	6,813,410	3,318,461	3,507,205	-	13,639,076	146,554,081
Inchgreen	9,426,600	4,553,669			53,669	8,000	-	25,300		33,300	86,969
Inverkip	3,250,000	218,000			18,000	-	-	-	-	-	18,000
Ocean Terminal	9,699,978	9,108,978			4,478,978	12,400	726,886	925,817		1,665,103	6,144,081
Total Inverclyde	22,376,578	13,880,647	3,677,000	8,458,000	4,550,647	20,400	726,886	951,117	-	1,698,403	6,249,050
North Lanarkshire A8/M8	6,478,521	412,431			325,499	902	31,041	804		32,747	358,246
North Lanarkshire Gartcosh/Glenboig	6,223,203	6,223,203			6,024,612	4,143	2,287	183,315		189,745	6,214,357
North Lanarkshire Pan Orbital Transport Corridor	159,761,274	15,007,788			4,640,179	3,100,404	2,237,573	449,650		5,787,627	10,427,806
Total North Lanark	172,462,998	21,643,422	9,788,000	19,559,000	10,990,290	3,105,449	2,270,901	633,769	-	6,010,119	17,000,409
Renfrewshire CWRR	90,636,000	23,481,434			15,669,927	151,267	78,400	757,717		987,384	16,657,311
Renfrewshire GAIAR	39,049,000	35,359,141			29,072,550	2,814,591	676,936	165,449		3,656,976	32,729,526
Total Renfrewshire	129,685,000	58,840,575	5,799,000	48,128,000	44,742,477	2,965,858	755,336	923,166	-	4,644,360	49,386,837
South Lanarkshire Cathkin Relief Road	16,000,168	15,171,300			14,671,300	1,240	797	55,980		58,017	14,729,317
South Lanarkshire Council Community Growth Areas	60,299,998	19,446,191			15,524,699	10,921	10,334	- 11,913		9,342	15,534,041
South Lanarkshire Greenhills	27,688,011	26,347,639			22,749,898	919,304	248,478	130,820		1,298,602	24,048,500
South Lanarkshire Stewartfield Way	62,212,230	448,737			373,738	118	8,990	649		9,757	383,495
South Lanarkshire Total	166,200,407	61,413,867	2,780,000	51,982,000	53,319,635	931,583	268,599	175,536	-	1,375,718	54,695,353
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	3,333,025	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	172,586		308,733	417,894
											-
TOTAL INFRASTRUCTURE	1,127,690,436	332,065,474	30,000,000	275,000,000	264,958,076	14,085,407	7,683,572	6,428,152	-	28,197,131	293,155,207

Glasgow City Region - City Deal Programme Management Office Budget 2021/22						
as at Period 10 ended 17 December 2021						
Title	Original Approved Budget 2021/22	Additional Approvals	Revised Budget 2021/22	Actual Costs to 17 December 2021	Projected Costs 2021/22	Budget Variance
	£	£	£	£	£	£
Total PMO Salary Costs	1,207,771	0	1,207,771	715,116	1,140,256	-67,515
Third Party Costs	70,836	584,791	655,627	74,649	730,627	75,000
Internal Audit Fees	21,216		21,216	0	21,216	0
External Audit	8,620		8,620	0	8,620	0
Marketing	11,000		11,000	3,169	6,000	-5,000
Intelligence Hub	30,000		30,000	3,200	30,000	0
Investment Fund - consultancy	0		0	0	80,000	80,000
RRRF Projects		584,791	584,791	68,280	584,791	0
Others	10,700		10,700	-991	2,100	-8,600
Provisions	2,200		2,200	309	1,100	-1,100
Supplies	4,500		4,500	-5,242	-3,000	-7,500
Training	4,000		4,000	3,942	4,000	0
Total PMO, Intelligence Hub and Portfolio Development Actual and Projected Spend	1,289,307	584,791	1,874,098	788,774	1,872,983	-1,115
Funding						
RRRF Grant		584,791	584,791	584,791	584,791	0
Funding from Member Authorities 21/22	1,289,307		1,289,307	-1,714	1,289,307	0
Total Funding	1,289,307	584,791	1,874,098	583,077	1,874,098	0
Notes						
<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>						

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. <i>The Sustainable Procurement Strategy Group met 18/11/21 and received a presentation on the approach to delivering CWB through procurement by Preston Council, and a discussion with the Scottish Government about the mandating of Fair Work practices and the living wage. A GCR response to the SG's Fair Work Consultation has been submitted. A report on GCR actions to support CWB will be presented to the EDG in February.</i>	Green	19/01/2022
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		All 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.	Green	19/01/2022
5.0	Refresh GCR City Deal Guidance Documentation to reflect Sustainable Procurement Strategy	Legacy Officer	Dec-21		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. <i>The PSG discussed a revised timeline to support the delivery of the Action Plan at the meeting on 14/12/21. This will remain at Amber until a further progress report is presented at the next meeting of the PSG in Feb 2022.</i>	Amber	19/01/2022
6.0	Complete Cenefits Data Protection Impact Assessment (DPIA)	Legacy Officer	Oct-21	Feb-22	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 by <i>early February 2022.</i>	Amber	19/01/2022
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	19/01/2022
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	19/01/2022
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	19/01/2022
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. <i>The recruitment process is underway.</i>	Amber	19/01/2022
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.	Feb-22	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. 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 <i>end of February 2022.</i>	Amber	19/01/2022
12.0	Preparation and submission of PMO Annual Accounts 2020/21.	Finance Manager	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 February 2022	Green	25/01/2022
13.0	Preparation of Annual Statement of Grant Usage for the Employment and Skills Programme. Assessment and review of all grant claims.	Finance Manager	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

Ref	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
14.0	Financial Monitoring of the City Deal Programme Spend 2021/22 including contingency and optimism bias	Finance Manager	Quarterly		<i>Q3 2021/22 returns received in January 2022 and reported to FSG and CEG.</i>	Green	25/01/2022
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 held December 2021.	Green	25/01/2022
19.0	Developing PMO budget for 2022/23	Finance Manager	Jan-22		<i>Draft Budget submitted for approval to Feb 2022 CEG and Cabinet</i>	Green	25/01/2022
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 <i>Q3 2021/22</i> . Returns to be reported to FSG/CEG/Cabinet	Green	25/01/2022
21.0	Processing quarterly grant claims	Finance Manager	Quarterly		Received and reviewed <i>Q3 2021/22</i> Returns.	Green	25/01/2022
22.0	Developing 5-year, annual and quarterly spend projections	Finance Manager	May-21		Received updates in <i>Q3 2021/22</i> returns	Green	25/01/2022
23.0	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Finance Manager	Aug-21	<i>Feb-22</i>	Not yet commenced.	Amber	25/01/2022
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	Dec-21		Terms of Reference Agreed and Issued to Member Authority Audit Teams. Field work complete and report approved 7/12/21 by Cabinet.	<i>Complete</i>	25/01/2022
31.0	2 nd assurance audit report from 2021/22 audit plan – Change Control and Contract Management Arrangements	Internal Audit	Feb-22		<i>Terms of Reference issued to Audit Teams Dec 2021. Field work underway.</i>	Green	25/01/2022
32.0	Follow Up Report (progress of previous audit recommendations)	Internal Audit	Dec-21		Report approved by Cabinet 7/12/21	<i>Complete</i>	25/01/2022
33.0	Audit Support Group meets	Internal Audit	Nov-21		Meeting held 24/11/21	<i>Complete</i>	25/01/2022
34.0	3 rd assurance audit report from 2021/22 – Equality Impact Assessments	Internal Audit	Apr-22		No update in period	Future	25/01/2022
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	25/01/2022
36.0	Co-ordinate GCR Communication and Marketing Group meetings	Communication and Marketing Manager	<i>9 February, 30 March, 7 June, 26 July, 25 October.</i>		<i>Meetings for 2022 scheduled.</i>	Complete	11/01/2022
37.0	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Communication and Marketing Manager	Ongoing		<i>Version for 2022 developed. Diarised to review / update. Ongoing.</i>	Green	11/01/2022

Ref	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
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		<i>In the last period, a media release was issued on the launch of the new RES which generated local media coverage. This was supported with a social media campaign and with short films about the RES ambitions, including individual films of the 8 council Leaders. A further GCR e-newsletter was issued in December 2021. Work underway to review media channels / opportunities for the year ahead.</i>	Green	11/01/2022
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 2021, 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	11/01/2022
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	11/01/2022
41.0	Produce annual report on Social Media and Website reach, with summary progress and recommendations going forward.	Communication and Marketing Manager	Jan-22	Feb-22	<i>Report under development for February 2022 GCR Comms Group meeting. Twitter banner refreshed.</i>	Green	11/01/2022
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	25/01/2022
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	25/01/2022
44.0	Develop the Annual Performance Report (April 2021 – March 2022).	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	25/01/2022
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	19/01/2022
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	19/01/2022
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	19/01/2022
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	19/01/2022

Ref	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
50.0	Review Project Business Cases	Programme Manager	Ongoing		<p>BC submitted on 10/12/2021 and approved by the delegated authority on 12 January 2022:</p> <ul style="list-style-type: none"> GCC - Water Row Grant Award FBC <p>BC submitted on 10/12/2021 and approved by CEG on 3.2.2022:</p> <ul style="list-style-type: none"> NLC - RIA - FBC WCML Crossing FBC SLC - East Kilbride GCA - Jackton PS FBC <p>BC submitted on 25/1/2022 and to be approved by the delegated authority in February 2022:</p> <ul style="list-style-type: none"> GCC - MGSDP - Hillington/Cardonald SWMP - Ph 3: Penilee <p>A number of BCs have missed their agreed and approved submission deadline:</p> <ul style="list-style-type: none"> GCC - CCB: Improving Public Transport: High St Station FBC (3.2.2022 CEG) GCC - CCEIPR: New City Road (previously the Underline) FBC (23.9.2021 CEG) GCC - MGSDP - Hillington/Cardonald SWMP - Ph 2: Queens Garden (FBC approved but withdrawn with new submission forecasted for March 2022 Delegated Authority Approval) NLC - A8 M8 CAI - Orchard Farm Roundabout OBC (25.11.2021 CEG) - submitted CCR to postpone to June 2022 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 - 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: Holy Cross High Extension (3.2.2022 CEG) SLC - Larkhall CGA: Merryton Roundabout & Link Road (25.11.2021 CEG) SLC - Larkhall CGA: Community Facility (3.2.2022 CEG) <p>BC expected to be submitted by 4.2.2022 for approval at 17.3.2022 CEG:</p> <ul style="list-style-type: none"> IC - Inchgreen FBC SLC - Stewartfield Way Transport Capacity OBC SLC - Larkhall GCA: A72 Lanark Road / M74 Signalisation FBC <p>BC expected to be submitted by 18.3.2022 for approval at 28.4.2022 CEG:</p> <ul style="list-style-type: none"> GCC - CCEIPR: Sauchiehall Street Precinct (possible Delegated Authority approval) GCC - MGSDP: Hillington / Cardonald Surface Water Management Plan – Phase 2 Queensland Gardens. (re-submission - possible Delegated Authority approval) GCC - MGSDP: Eastern Springburn SWMP GCC - CWWEIQ: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm SLC - Hamilton CGA: Woodfoot Rd, Gateside St and Strathaven Rd Junctions 	Green	19/01/2022
51.0	Deliver the actions within the Skills and Employment Portfolio Workplan	Senior Portfolio Development Lead - People (SEPG)	Ongoing		<p>The Portfolio Group met on 15/12/21 where the group carried out a review of the existing workplan actions in light of the approval of the new Regional Economic Strategy to ensure that the actions align to and support the priority programmes identified in the RES.</p> <p>The focus of the Portfolio Group has been on the implementation and delivery of local employability programmes funded by the SG through No One Left Behind and other funding streams. The Group has had an initial discussion about the feasibility of developing a regional procurment framework for employability services.</p> <p>RSIP Delivery Plan for 2021/22 approved by CEG on 23 Sept 2021.</p>	Green	19/01/2022
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 with Inverclyde Council as the Lead Authority and the project was launched in November 2021. A marketing campaign commenced in December 2021. An update on progress of the Chef Academy be provided to the Regional Economic Partnership as part of a wider update on RRRF funded projects. The Portfolio Group met on 23 November and agreed to carry out a review of the actions in the Group's workplan in light of the approval of the new Regional Economic Strategy. A sub group of the Portfolio Group is meeting on 24/1/22 to review and update the actions so they align with the priority programmes identified in the RES. 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. 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. Progress on the actions in the workplan will be reported to the Portfolio Group.</p>	Green	19/01/2022

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		The Portfolio Group <i>has undertaken a review of actions in its workplan to ensure that the actions align with the priority programmes identified in the new Regional Economic Strategy. When the group met on 1/12/21 it agreed to consolidate a number of actions and will continue to keep these under review. Progress has been made in relation to a number of key actions, including the establishment of a £500k GCR business support fund from SE to support green/net zero innovation from businesses in the City Region. The Group has also discussed future opportunities for collaboration around business support that could be implemented once the Shared Prosperity Fund is established.</i> 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, <i>and will support the delivery of these actions once they are published in the coming months.</i> Progress on the actions in the workplan will be reported to the Portfolio Group.	Green	19/01/2022
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. <i>The Transport Portfolio Group has overseen progress on a number of key actions on the workplan, including regular updates and engagement with the development of the Metro proposals, discussion of the arrangements for oversight of activity delivered by the Bus Partnership, engagement with the Infrastructure and Assets Portfolio in relation to EV Charge Point Infrastructure, the development of the Transport Resilience Group as part of the GCR Climate Adaptation Strategy, and ongoing work to develop the Regional Transport Strategy.</i>	Green	19/01/2022
55.0	Agree and implement the Infrastructure and Assets Portfolio Workplan	Senior Portfolio Development Lead - Place (Infrastructure)	01/04/2022		<i>The Infrastructure and Assets Portfolio Group has agreed to review the Group's current workplan action at the first meeting in 2022 to consolidate the actions and ensure that they align with the priority programmes identified in the RES. Progress has been made on a number of key actions, including: the successful delivery of the Infrastructure Summit 2021, the ongoing review of the 2019 Regional Digital Connectivity Strategy and closer engagement with the Infralink project to boost digital connectivity in GCR; supporting the delivery of the Regional Capital Investment Plan (in collaboration with the SFT); and the delivery of EV charging infrastructure (in collaboration with the Transport Portfolio Group).</i>	Green	19/01/2022
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. The Home Energy Retrofit Feasibility Study completed in October 2021. A new Project Manager has been appointed to progress retrofit programme. <i>Work is ongoing to develop the individual working groups that will support the further development of the retrofit project and these will start to meet in early 2022.</i>	Green	19/01/2022
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 <i>and is expected to be completed by the end of March 2022</i> ; the Climate Clyde Forest Team is now in place and twenty actions relate directly to the Regional Climate Change Adaptation Strategy and Action Plan. <i>The LUS Portfolio Group, supported by Clydeplan will play a central role in the development of the GCR response to NPF4. Progress is also being made in the delivery of the projects being developed by the Green Network Partnership, with reports due to be presented to the CEG in 2022.</i>	Green	19/01/2022
58.0	Deliver The Community Wealth Building Workplan	Programme Manager, Health and Inclusive Growth	Mar-22		A regional response to the SG's Fair Work Nation consultation was submitted with 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.	Green	19/01/2022
59.0	Deliver the Public Health Scotland/Glasgow City Region Collaboration Workplan	Organisational Lead for Regional Economies and Health	May-23		<i>Set-up phase underway for Economies for Healthier Lives Capital Investment Health Inequalities Impact Assessment (CHIA) project (including HIA of housing retrofit proposals). Six-month review of GCR/PHD collaboration held in Dec 2021. Progress continues in relation to Child Poverty.</i>	Green	19/01/2022

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;• 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.