



Clyde Metro Progress Update

Date of meeting 20 September 2024

Date of report 11 September 2024

Report by Head of Policy and Planning

1. Object of report

To update on progress of the Clyde Metro programme.

2. Background to report

Further to previous reports¹, members will recall the current key focus for the Metro project partners SPT (lead) and Glasgow City Council (GCC) for Glasgow City Region (GCR), with Transport Scotland (TS) in a project assurance role is the development and delivery of the Case for Investment (CFI).

The CFI will develop the Programme-level business case and is an essential first step towards setting out the programme of projects which will make up the Clyde Metro over years to come. It includes the following work packages:

- CFI Stage 1a – Case for Change & Initial Option Development
- CFI Stage 1b – Client Advisory Services
- Clyde Metro Framework
- CFI Stage 2 – Programme Business Case

The CFI process will be informed by a range of workstreams including a Scottish Transport Appraisal Guidance (STAG) based appraisal, business case development, technical assessments, audit, assurance, engagement and consultation with the public and key stakeholders as well as statutory impact assessments.

3. Progress Update

3.1 CFI Stage 1a – Case for Change & Initial Option Development

Members will recall that Mott MacDonald Limited was appointed to deliver CFI Stage 1a². An update on recent progress is provided below.

¹ <https://spt.production.d8.studio/about-us/news/partnership-28-06-2024/>

² https://www.spt.co.uk/media/44gkhde5/sp230224_agenda9.pdf

3.1.1 Case for Change (CfC)

The Case for Change is one of the first steps within the wider CFI process, with it being a key component of the Strategic Case of the Programme Business Case (PBC). In short, the CfC provides a narrative of the:

- Challenges that the Glasgow City Region is currently experiencing;
- Opportunities available to deliver better economic, environmental and social outcomes in the future;
- 'Vision' for a transformed future with the Clyde Metro programme integrated into a wider portfolio of complementary investment to deliver on national, regional, local and hyperlocal priorities; and
- 'Golden Thread' for the programme, and how transformational changes in connectivity and land use will address the current challenges and unlock the opportunities for the future.

It is worth highlighting that the CfC builds on the extensive evidence base and rationale established through the Strategic Transport Projects Review 2 (STPR2); updating and regionalising/localising content as appropriate. A summary of the CfC is attached at Appendix 1 and the full 165-page report will be made available via the Clyde Metro microsite on the SPT webpage following this meeting of the Partnership.

The CfC creates the Strategic Framework (Vision, Objectives and Outcomes) to take the Metro forward and identifies the key issues for it to address. It is the first step in the wider CFI and confirms there is indeed a strong Case for Change in the region's transport network via delivery of the Clyde Metro, identifying the economic, social and environment rationale for undertaking such a significant endeavour.

The CfC was presented to the Clyde Metro Programme Steering Group on 26 August 2024, and approved subject to final comments, and is being presented to the Glasgow City Region Cabinet in November.

3.1.2 Initial Option Development

The Strategic Framework from the CfC creates a coherent and firm basis to develop and assess a set of network options to address the issues across the region identified in the CfC. Work is currently underway to develop a set of three potential network options/scenarios for comparison purposes, with variations on mode, locations served, interchange opportunity, and integration with the existing public transport network. These three options will be taken forward for development, assessment and appraisal in subsequent stages of the CFI, with a view to identifying the optimum network for delivery later in the CFI process.

3.1.3 Stakeholder Engagement

Various stakeholder engagement sessions have been undertaken throughout the CfC development process with councils, operators and other relevant bodies. Further engagement Sessions are scheduled to inform the current Initial Option Development stage.

3.2 CFI Stage 1b – Client Advisory Services

Turner & Townsend (T&T) was appointed in May 2024 to provide CFI Stage 1b Client Advisory Services and to provide guidance and advice in helping shape delivery requirements for CFI Stage 2. The workstream focusses on a number of identified key tasks including:

- Organisational Design: Supporting delivery of the initial CFI stage, including recommendation of potential future organisational structure and operational model options.
- Programme Definition and Requirements: Key tasks include developing a CFI Programme Plan and Road Map, creating a long-term Communication & Advocacy Strategy, and providing advice on the optimal integration of transport and transformation within the CFI.
- Development of a Communications & Advocacy Strategy: to identify key strategic, political, non-technical, commercial, innovative and institutional stakeholders, identify a communications approach and to inform future engagement plan.

Final outputs will be delivered by the end of 2024, with the findings from the commission being used to inform the optimum approach to CFI delivery.

3.3 Clyde Metro Framework

Members will recall that Partnership recommended approval of the Clyde Metro Framework³; a dedicated procurement framework which will be used to deliver CFI Stage 2 – Programme Business Case. Following the award of the Framework, a presentation detailing planned scopes, draft timelines and related indicative budgets for CFI Stage 2 was delivered to all framework members on 29 August 2024. A total of circa 80 participants from Framework organisations attended.

3.4 Scoping for CFI Stage 2 Programme Business Case

Scoping of work required for CFI Stage 2 Programme Business Case is well underway. This will enable the commissioning of consultancy support across multiple work packages via the Clyde Metro Framework. A number of these commissions will be submitted to the relevant committee for approval.

3.5 Reprogramming Exercise

Work to date on the CFI has progressed at pace in line with the project partners' previously stated commitment that it be concluded by early 2026. However, given the emerging scale of the scope of CFI Stage 2 work packages and workstreams, it is has become evident that the initial timeline is likely to be challenging to adhere to whilst maintaining the high quality of technical work necessary for a programme of the magnitude of Clyde Metro.

Consequently, a revised CFI work programme and structure for delivery was developed to reflect these considerations, with it proposing that the time for completion of the CFI be extended into early 2027. This was noted by the Programme Steering Group on 26 August 2024.

As part of this review, requirements for additional staff resource were identified including a Programme Delivery and Interface Co-ordinator. The recruitment process has commenced.

4. Next Steps

Progress on the delivery of the Clyde Metro CFI remains positive. The CfC and Initial Option Development stage will complete in October 2024. CFI Stage 2 tendering will then begin, and workstreams will start to commence thereafter from early 2025. It is important to emphasise that SPT continue to progress the Metro project from a whole region perspective.

³ https://spt.production.d8.studio/media/3a4bju0l/p280624_agenda13.pdf

5. Partnership action

The Partnership is recommended to note the contents of the report.

6. Consequences

Policy consequences	<i>In line with Policy 25 Clyde Metro, and other supporting policies, of the Regional Transport Strategy.</i>
Legal consequences	<i>None at present.</i>
Financial consequences	<i>Costs being managed within the agreed Clyde Metro budgets.</i>
Personnel consequences	<i>Additional post being recruited.</i>
Equalities consequences	<i>Impact assessments will be undertaken as part of Metro CFI.</i>
Risk consequences	<i>None at present.</i>
Climate Change, Adaptation & Carbon consequences	<i>Relevant statutory assessments are being undertaken as part of Metro CFI.</i>

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