



## Clyde Metro – update

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**Date of meeting** 24 November 2023

**Date of report** 8 November 2023

### Report by Chief Executive

#### 1. Object of report

To update the Committee on matters relating to Clyde Metro (CM) and SPT preparatory workstreams in support of the project.

#### 2. Background to report

Further to the update<sup>1</sup> to the Committee in September, the project partners (Transport Scotland (TS), SPT and Glasgow City Council (GCC) for Glasgow City Region (GCR)) are continuing preparations in relation to development and delivery of the Case for Investment (CFI) for the Clyde Metro, and SPT is undertaking a range of preparatory workstreams in support of Metro. Updates on these workstreams are given in the section 3 below.

Members will recall that the Metro was a key recommendation from the national Strategic Transport Projects Review 2 (STPR2) and included in the National Planning Framework 4 (NPF4), as well as forming a key part of the new Regional Transport Strategy and relevant local strategies. This strategic alignment is important in giving the Metro a strong base to build on. The next stage, the CFI, is an essential first step towards setting out the programme of projects which will make up the Metro over years to come, and therefore until the CFI is completed and approved, the projects which make up the full extent of the Metro cannot be confirmed. It is important to emphasise this point to ensure stakeholder expectations are managed during these early developmental stages.

SPT remains committed to ensuring all areas of our region benefit as widely as possible from investment in Metro, and that transport across all areas continues to receive the support and investment it needs.

#### 3. Progress update

##### 3.1 General update

##### 3.1.1 New Arrangements for Leading and Managing the Case for Investment

At its meeting of 27 October 2023, the CM Programme Steering Group (PSG) agreed revised arrangements for leading and managing the CFI stage of the project. In summary, SPT will, from a transport perspective, take forward the CFI, with the emerging allocation of workstreams to partners as follows:

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<sup>1</sup> [https://www.spt.co.uk/media/31wmt2f1/sp080923\\_agenda7.pdf](https://www.spt.co.uk/media/31wmt2f1/sp080923_agenda7.pdf)

- SPT:
  - > Programme-level Strategic Business Case (SBC)
  - > Strategic Environmental Assessment (SEA)
  - > Preliminary Engineering Statement (PES)
  - > Integrated Transport Approach – Metro interaction with other transport modes/initiatives
  - > Operational and Delivery Model/Governance
- Glasgow City Council for GCR:
  - > Transformation programme
  - > Stakeholder management
  - > Corridor Masterplan Study
  - > Funding and Commercial Strategy
- Transport Scotland
  - > Project assurance, technical advice and support.

### 3.1.2 Project Governance

In light of the above revised arrangements, the CM Client Delivery Group (CDG) will review and amend the Terms of Reference (ToR) for the CM Political Oversight Group (POG), PSG and CDG as required. The ToRs will, as necessary, provide more detail on the roles and responsibilities of the project partners in taking forward the CFI and, as far as possible at this stage, future stages of development of the Metro programme.

### 3.1.3 Project Management (PM) Approach

TS has provided the CDG with an update on work to date on PM approach for Metro based on PRINCE2<sup>2</sup> methodology and drawing upon the findings of the Hardie Inquiry into the Edinburgh Tram. The CDG is in the process of reviewing this work in order to develop a robust future PM approach for the Metro.

### 3.1.4 Current Project Status Review

The CDG is undertaking a review of the current status of the project, including previous work on Metro carried out by consultants for TS, to ensure clarity for project partners in identifying work required for delivery of the CFI. This includes securing, as required, external independent assistance to help guide the review and development of the next stage workplan.

### 3.1.5 Procurement of Consultancy Support for CFI Stage

The CDG is developing the Scope of Services for consultancy support for the CFI and the proposed procurement strategy and timeline for securing that support. The project partners remain committed to completing the CFI stage in a period of up to two years from the appointment of consultants, which is expected to take place early in 2024.

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<sup>2</sup> PRINCE2 is an internationally-recognised project management methodology.

### 3.1.6 Project Administration, Information Governance, Co-location, Recommendations of Hardie Report

The CDG will develop robust methodologies for project administration and information governance for the CFI stage and identify the way forward for co-location of CDG and supporting staff at SPT head offices. Further, the CDG will ensure processes are in place to ensure experience, learning and best practice from other mass transit schemes including the recommendations of the Hardie Report are given due consideration in taking forward the CFI stage.

### 3.1.7 Funding Arrangements

The CDG is identifying the most appropriate and robust approach to utilisation of funding for the CFI stage sourced by GCC for GCR through the Glasgow City Region City Deal and through SPT capital programme. This approach will take account of any requirements placed on accessing that funding, including deadlines for utilisation of any funding, and ensuring access improvements to Glasgow Airport are subsumed and considered within the CFI stage. SPT's capital programme has an allocation of £2.2m at category 2 over the three years 2023-2024-2025/2026 approved for Clyde Metro; promotion of any funding to category 1 would need approval in line with SPT governance processes.

The CDG continues to meet on a weekly basis to take forward the project and the next meeting of the PSG is being scheduled for January 2024. Officers will continue to keep the Committee updated on progress of this important regional project.

## 3.2 SPT preparatory works

Further to the update in the report to the previous Committee, updates on SPT preparatory works for the Metro are provided below.

- West Street Interchange Feasibility Study

At the time of writing, documentation for appointment of consultancy support for this study is out to tender. This study will:

- Investigate the technical feasibility of creating a key interchange linking West Street Subway with the Metro, including the adjacent rail line; and
- Identify potential early interventions, in particular, West Street Subway improvement opportunities, including station access enhancements (e.g. step-free access) that would support the future Clyde Metro

It is anticipated that the study will complete within four months of appointment of consultancy support and an update on progress will be provided to the next Committee.

- Buchanan Bus Station (BBS) Masterplan

Positive discussions have taken place with Glasgow City Council in relation to the Masterplan, and work to identify the scope of the extent of the Masterplan is nearing completion. Part of that process is identifying future costs for preparation of the Masterplan and timelines therein, and an update on these will be provided to the next Committee.

- Strathclyde Regional Bus Strategy (SRBS)

An update on the SRBS is provided in a separate report to this Committee. Officers are continuing to seek to ensure that the SRBS and Clyde Metro are taken forward in a complementary and integrated way.

- Regional Transport Strategy (RTS) Transport Governance review

It is currently expected that an update on the proposed approach for this workstream, including how it will take account of developing projects such as Metro, will be presented to the Partnership in December.

#### 4. Committee action

The Committee is recommended to note the contents of this report.

#### 5. Consequences

Policy consequences	<i>In line with Policy 25 Clyde Metro, and other supporting policies, of the RTS.</i>
Legal consequences	<i>None at present.</i>
Financial consequences	<i>None at present.</i>
Personnel consequences	<i>None at present.</i>
Equalities consequences	<i>Impact assessments and mitigation proposals will be developed as part of the Clyde Metro development process.</i>
Risk consequences	<i>None at present.</i>
Climate Change, Adaptation & Carbon consequences	<i>Appropriate assessments will be undertaken as part of Clyde Metro development however it is expected the project outcomes will have a significant positive impact in reducing carbon emissions from transport.</i>

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