



Glasgow City Region Cabinet

**Report by: Chief Executive, Strathclyde Partnership
for Transport**

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Item 12

27th May 2025

Clyde Metro Progress Update

Purpose of Report

This report presents the Cabinet with a progress update on the Clyde Metro Case for Investment, including the close-out of CFI Stage 1 and ongoing development and delivery of CFI Stage 2.

Recommendations:

The Cabinet is invited to note the contents of this report.

1. Introduction

- 1.1. The purpose of this report is to provide Cabinet with a progress update on the Clyde Metro Case for Investment (CFI) Programme.

2. Background

- 2.1. Members will recall from previous updates that in late 2023, Transport Scotland, Glasgow City Council and Strathclyde Partnership for Transport (SPT) agreed that the lead role for CFI development would move to SPT, working alongside Glasgow City Council on behalf of Glasgow City Region (GCR), with Transport Scotland in a project assurance role.
- 2.2. Subsequently, at its meeting on 6 December 2023, the GCR Chief Executives' Group under its delegated authority from GCR Cabinet, approved allocation of the £12.155m business case funds from the Glasgow Airport Access Project to Glasgow City Council as lead local authority for the project to support the development of Clyde Metro. Up to £6.5m of this allocation is available to SPT to support the delivery of Case for Investment outputs. The remaining £5.655m is available to Glasgow City Council to support GCR local authority resource and spend profile developed in line with the Case for Investment programme. Funding for subsequent stages will be identified through the CFI process.
- 2.3. The CFI will develop the programme-level business case and as such is an essential first step towards setting out the programme of projects which will make up the Clyde Metro over years to come. The CFI comprises the following work packages:
 - CFI Stage 1a - Case for Change and Initial Option Development
 - CFI Stage 1b – Client Advisory Services
 - Clyde Metro Framework¹
 - CFI Stage 2 – Programme Business Case
- 2.4. 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, statutory impact assessments as well as engagement and consultation with the public and key stakeholders.
- 2.5. Glasgow City Council, as lead local authority for GCR for Clyde Metro, is responsible for holding and disbursing funds to support the CFI programme, including entering into agreements with SPT (given its lead role and as the procuring organisation). Recognising GCR's role as funder, Glasgow City Council provides regular progress reports through GCR PMO structures on the timetable for development and monitoring progress of activity and spend.

PROGRESS UPDATE

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

- 3.1. SPT appointed Mott MacDonald Ltd to support delivery of this workstream in February 2024, and it is now complete. Further details provided below.

¹ The establishment of the Clyde Metro Professional and Technical Services Framework was approved by SPT's Partnership Board in June 2024: https://spt.production.d8.studio/media/3a4bju0l/p280624_agenda13.pdf

4. Case for Change

- 4.1. The CfC 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 Report 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
 - '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
- 4.2. It is worth highlighting that the CfC built on the extensive evidence base and rationale established through STPR2; updating and regionalising / localising content as appropriate.
- 4.3. Based on the wider policy context, collaboration between key stakeholders, and with reference to evidence documented within the report, a vision for the Clyde Metro programme was created, and is included in Figure 1 below, along with explanatory text in boxes:

FIGURE 1: CLYDE METRO VISION



- 4.4. Further to the previous report to the Cabinet, the completed Case for Change (CfC) is available on SPT's [Clyde Metro Microsite](#) under the key documents section.

5. Network Option Development

- 5.1. A draft Network Options report was presented to the Clyde Metro Programme Steering Group (PSG) in December 2024, and approval was granted to commence a period of stakeholder engagement during December 2024-February 2025.
- 5.2. In advance of its presentation to the PSG in December, the draft Network Options report had been informed by early input from technical stakeholders (including Network Rail,

ScotRail, bus operators and councils). Councils were also engaged through the Clyde Metro Senior Officers Group (SOG) in relation to the methodology adopted, datasets used and the emerging corridor analysis and network options. A total of 10 workshops were held throughout October & November 2024. The purpose of the engagement sessions was to ensure that there were no “showstoppers” or key missed items within the initial report.

- 5.3. SOG members provided comprehensive feedback. In total, 131 comments / queries were received either during the session or through written feedback. These were classified into 4 categories. A summary is provided below

Category	Description	Number
1a	Addressed in Final Report	37 (28%)
2	Noted for Consideration in CFI Stage 2	49 (37%)
G	General Query answered at the Time	41 (31%)
C	General Comments	4 (4%)

- 5.4. A total of 37 comments were incorporated into the final network report, with remaining comments (Category 2) being addressed in CFI Stage 2.

- 5.5. The proceeding stakeholder engagement during December 2024 – February 2025 comprised of two phases:

Phase	Activities	Timeline
Stakeholder Awareness	This process aimed to update key stakeholders on current and future CFI workstreams and raise awareness of the pending engagement exercise on the emerging Clyde Metro Vision, Objectives and Network Options from CFI Stage 1a. Overall, it aimed to ensure that appropriate and relevant inputs were received to inform subsequent workstreams as part of CFI Stage 2.	<i>December 2024 – January 2025</i>
Vision, Objectives and Network Options Engagement	This element sought feedback on the Vision, Objectives and Network Options that have emerged from CFI Stage 1a, with the findings being taken forward through to the CFI Stage 2 appraisal process. Outputs and outcomes from this engagement will be used to inform the subsequent stages of the CFI.	<i>January 2025 – February 2025</i>

- 5.6. The stakeholder engagement activity undertaken during the Vision, Objectives and Network Options Engagement phase included sessions with Council Leaders, Councillors, SPT members, MPs and MSPs, Community Planning Partnerships, and wider stakeholders from across the west of Scotland e.g. business community. More than 180 individual stakeholders were engaged across thirteen separate sessions.

- 5.7. An update highlighting Clyde Metro progress and next steps was presented at each engagement session, followed by a discussion/Q&A. Several key themes relating to the development and progression of any potential Clyde Metro network emerged during the engagement exercise. These are summarised below.

Theme	
Evidence Base & Future Intelligence	Many stakeholders sought to understand which datasets were employed in CFI Stage 1a, particularly around land use and population, and if the work undertaken is a robust analysis of current and future planning intelligence.

Theme	
Network Development	The need for Clyde Metro to support local trips in areas outside of the core Glasgow urban area was emphasised. A requirement for CFI Stage 2 to investigate orbital routes was suggested. Questions were asked as to how Clyde Metro would benefit areas out-with the 15km–20km study area.
Integrated Transport	Questions were asked on how Clyde Metro will integrate with other modes of transport, particularly bus and rail. SPT's ongoing work on the Strathclyde Regional Bus Strategy (SRBS) was frequently mentioned with stakeholders looking to understand how bus reform and Clyde Metro will evolve and develop as complementary programmes.
Integrated Ticketing	The need for a smart, multi-modal and affordable ticketing system was highlighted to address current issues and facilitate a truly integrated transport system. Stakeholders believed this would serve to increase the overall attractiveness of the region's public transport offer.
Glasgow Airport Connection	Frequent topic raised was the need for better transport links to the airport, as an important strategic asset for trade, tourism and onward travel.
Funding Model & Delivery Timescales	There was interest on how Clyde Metro has been funded to date and clarity on likely funding of the wider project through to implementation, including how this would be delivered for such a long-term programme.
Support & Advocacy	There were references to the need for Clyde Metro to secure widespread support, particularly in the context of the next Scottish Parliament election in 2026. Some Elected Members expressed interest in contributing to advocacy for Clyde Metro.

- 5.8. The above information will be considered within the first phase of CFI Stage 2 (including feedback from key stakeholders such as Local Authorities and Transport Operators) and, as appropriate, incorporated into future network development and appraisal processes.
- 5.9. An update will be provided to the meeting of the SOG in June on progress in that regard. It is worth highlighting that the SOG has proven to be a very useful forum in which SPT and GCC for GCR can discuss key issues with councils in relation to the Metro development process, therein building confidence, trust and clarity and a strong basis for future joint working on this flagship regional project.
- 5.10. The finalised Network Options Report was approved at the March meeting of the Clyde Metro PSG, thereby completing CFI Stage 1a. At the same meeting, approval was also given to progress to CFI Stage 2 where, as noted above, feedback received during the engagement phase will be considered as part of that process.

6. CFI Stage 1b – Client Advisory Services (CAS)

- 6.1. Turner & Townsend consultants were appointed in May 2024 to support the Client Advisory Services (CAS) workstream providing guidance and advice to the project team and helping shape delivery requirements for CFI Stage 2. This workstream focused on several 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: Developing a CFI Programme Plan and road map, creating a long-term Communication and Advocacy Strategy, and providing advice on the optimal integration of transport and transformation within the CFI.
- Development of a Communications and Advocacy Strategy: Identifying strategic, political, non-technical, commercial, innovative and institutional stakeholders, and establishment of a communications approach, to inform the future engagement plan.

6.2. Outputs from Stage 1b along with the recommendations from the CFI Stage 2 readiness review detailed below, will now form a workstream to be progressed by the project team.

CFI STAGE 2

7. CFI Stage 2 Readiness Review

- 7.1. To ensure that preparations were in place to commence and deliver CFI Stage 2, a Readiness Review was undertaken between January 2025 to March 2025.
- 7.2. The Review assessed CFI partners and wider GCR teams' readiness for CFI Stage 2 delivery. The readiness assessment built upon knowledge and experiences learned from Stage 1 and ongoing risk management. It also considered relevant recommendations from the Hardie Review and measures that could support delivery of the CFI, in particular, around governance structures and reporting arrangements.
- 7.3. The Readiness Review validated that significant progress on project set-up and monitoring arrangements has been made, giving confidence in the methodology adopted. However, several actions were identified through the Review and in light of this, a specific workstream has been created to address these.
- 7.4. The outcomes of the Readiness Review were presented to the March 2025 PSG as part of the approval process for moving from Stage 1 to 2, and the actions arising from it will, alongside those from CFI Stage 1b, be taken forward as a workstream by the project team.

8. CFI Stage 2 Delivery

- 8.1. Preparations for delivering CFI Stage 2 have progressed at a rapid pace over the past six months. Detailed scopes have been developed and procured for a total of five workstreams, with a further two workstreams set to undergo the same process in the coming months. A summary is provided below:

Workstream	Status	Consultant	Start Date	End Date
Stage 2A: STAG Appraisal*	Awarded: SPT Partnership Committee March 2025	Mott MacDonald	March 2025	August 2026
Stage 2B: SEA & HRA*	Awarded	Arup	March 2025	February 2027
Stage 2C: Impact Assessments*	Awarded	Jacobs	March 2025	February 2027
Stage 2D: Programme Business Case	Currently in procurement process – to be submitted to SPT S&P Committee June 2025	Subject to Procurement Processes	June 2025	February 2027

Workstream	Status	Consultant	Start Date	End Date
Stage 2E: PBC Audit	Tender Period: Summer 25	Subject to Procurement Processes	October 2025	February 2027
Stage 2F: Preliminary Engineering Statement*	Awarded: SPT Partnership Committee March 2025	Mott MacDonald	March 2025	March 2026
Stage 2G: Land Use & Housing Assessment*	Awarded	Arup	March 2025	November 2026
Stage 2H: Transformation Strategy & Framework	Tender Period: Winter 26/27	Subject to Procurement Processes	Early 2027	Early 2027

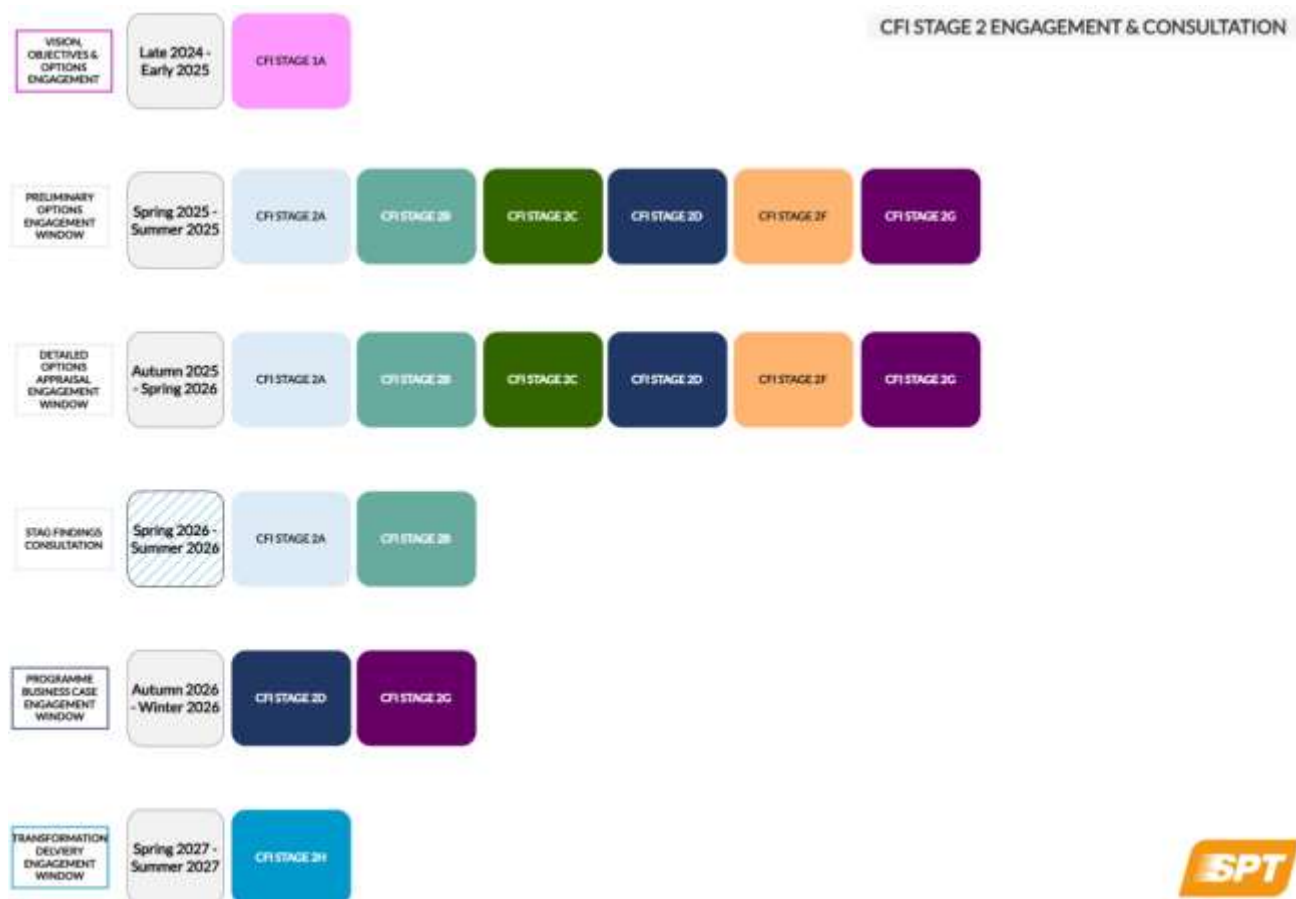
- 8.2. Programme Management activities have commenced for the five workstreams marked with a (*). These activities include the formation of SPT-GCC Subject Matter Expert (SME) Projects Teams for each workstream; creation of a central Project Management Dashboard, delivery of Inception Meetings; organisation of Weekly Progress Meetings; and the formation of a monthly Consultants Forum. These activities are supported by wider oversight from the Project Management Team (Project Manager and Programme Interface and Delivery Co-ordinator) and existing governance arrangements (Project Board & PSG).
- 8.3. Early deliverables are set to be complete in late Spring / early Summer signalling the beginning of circa 70 outputs across the Stage 2 workstreams which are scheduled to be delivered over the next two years. The CFI remains set to be complete by early 2027. Some initial key deliverables include:

Deliverable	Workstream	Delivery Date
Vision, Objectives and Options Technical Note	CFI Stage 2A	Mid-May 2025
Governance Report	CFI Stage 2A	Mid-July 2025
Delivery Mechanisms Report	CFI Stage 2A	Mid-September 2025
Preliminary Options Appraisal Report	CFI Stage 2A	Early-September 2025
Strategic Case	CFI Stage 2D	Late-November 2025

- 8.4. It is important to emphasise that SPT continue to progress the Clyde Metro programme from a regional perspective, including co-ordination with wider workstreams including the Strathclyde Regional Bus Strategy (SRBS).

9. Stakeholder Engagement

- 9.1. A Stakeholder Engagement and Consultation Strategy was developed by SPT to inform the delivery of such activities during CFI Stage 1. This is currently being updated to reflect the new requirements of CFI Stage 2, with its contents being presented to the May 2025 Project Board and then - subject to approval – onwards to the proceeding PSG.
- 9.2. As per the previous strategy, activities will be predominantly focused upon Technical Experts and Statutory Services Stakeholders, with it acting as a framework to guide periods of engagement throughout the delivery of CFI Stage 2. This approach will be based around 'Engagement Windows' – summarised below.



9.3. The purpose of these windows is to ensure that there is a co-ordinated approach to the delivery of engagement across the various workstreams – thereby avoiding stakeholder fatigue and / or duplication of work. These structures will also help inform and further develop a co-ordinated approach to wider communications and advocacy for the overall Clyde Metro Programme.

10. Local Authority Reporting

10.1. The transition from CFI Stage 1 to CFI Stage 2 provides an opportunity for Local Authorities to provide an update to their relevant structures or committees.

10.2. A CFI Stage 1 Overview Communication Note is currently being developed to help ensure that there is consistent messaging across each of the Local Authorities. It is proposed that Local Authorities attach the Communication Note as an appendix to their relevant report, with Local Authorities having flexibility as to how they report to their relevant structures or committees.

10.3. It is intended that these updates are purely for information– i.e., there will not be a requirement for Local Authorities / Committees to ‘approve’ any decisions at this time.

11. Further Updates

- 11.1. A further update to Chief Executives' Group and City Region Cabinet is planned for six months' time. This will set out progress on CFI Stage 2 delivery, including an overview of emerging outputs and deliverables from relevant workstreams. SPT will also continue to keep its Partnership Board updated as per their reporting schedule.

12. Recommendation

- a) Cabinet is invited to note the contents of this report.