

# Glasgow City Region

## Quarterly Performance Report

Report for Q4 2024/25



**GLASGOW**  
CITY REGION

**Table1: City Deal Infrastructure Fund Programme Key Performance Indicators**

	Latest Data	Previous Data
Total number of Projects	22	22
<b>Programme Status Overview (for the 21 Main Projects)</b>	<b>As at 7/05/2025</b>	<b>As at 20/03/2025</b>
Projects <b>Red Status</b> (% total)	0 / 22 (0%)	0 / 22 (0%)
Projects <b>Amber Status</b> (% total)	2 / 22 (9%)	1 / 22 (5%)
Projects <b>Green Status</b> (% total)	19 / 22 (86%)	20 / 22 (90%)
Projects <b>Complete</b> (% total)	1 / 22 (5%)	1 / 22 (5%)
<b>Programme Timeline: Key milestones completed to date</b>	<b>As at 7/05/2025</b>	<b>As at 20/03/2025</b>
<b>Case for Investment (% total CFI to be completed)</b>	0 / 1 (0%)	0 / 1 (0%)
SBCs complete (% total SBC to be completed)	20 / 20 (100%)	20 / 20 (100%)
<b>S/OBCs complete (% total S/OBCs to be completed)</b>	1/1 (100%)	1/1 (100%)
OBCs complete (% total OBCs to be completed)	30 / 30 (100%)	30 / 30 (100%)
FBCs complete (% of total FBCs to be completed)	64/106 (60%)	62/107(58%)
<b>FBC Sub-Projects Construction Progress</b>	106	107
Sub-project construction started (% of total FBC Sub Projects)	59/106 (56%)	59/107 (55%)
Sub-projects construction complete (% of total FBC Sub Projects)	48 /106 (45%)	48 /107 (45%)
<b>Programme Finance: Grant Draw Down, Approvals, Spend to Date</b>	<b>As at Q4 2024/25</b>	<b>As at Q3 2024/25</b>
Total Grant Drawn down to Date (% of £1bn Grant available)	£400m / (40%)	£400m / (40%)
Grant Due as % of Reported Spend to <b>31 March 2025</b>	<b>£400m / £557m / 72%</b>	£400m / £529m / 76%
Business Case Approvals to Date (£) (% of £1.13bn Infrastructure Fund)	<b>£652.0m (57%)</b>	£616.8m (54%)
Spend to Date (% as of £1.13bn Infrastructure Fund)	<b>£557.3m (49%)</b>	£529.2m (47%)
Actual current year spend vs projected spend cumulatively to current quarter	<b>£56.5m / £62.5m (90%)</b>	£28.5m / £86.8m (33%)
<b>Programme Scope: Direct Project <u>Outputs</u> Delivered to Date</b>	<b>As at Q4 2024/25</b>	<b>As at Q3 2024/25</b>
Public Realm new/enhanced (Ha)	26 of <b>47.06 (55%)</b>	26 of 52.87 (49%)
Roads (km) new/enhanced	21.08 of <b>73.34 (29%)</b>	21.08 of 72.64 (29%)
Junctions new/enhanced	46 of <b>165 (28%)</b>	46 of 160 (29%)
Bridges new/enhanced	10 of 26 (38%)	10 of 26 (38%)
Cycle/pedestrian routes new/enhanced (km)	44.34 of 140.55 (32%)	44.34 of 140.55 (32%)
Schools new/enhanced sqm / units	10,988 of 10,988 (100%)	10,988 of 10,988 (100%)
<b>Programme Benefits: Follow-On &amp; Community Benefits Realised</b>	<b>As at Q4 2024/25</b>	<b>As at Q3 2024/25</b>
Vacant and Derelict Land removed from Register (Ha)	63. <b>59</b> of 270 (24%)	63.4 of 270 (23.5%)
Area of Opportunity Sites (Ha)	753. <b>94</b> of 889.64 (85%)	753.26 of 889.64 (84.6%)
All Direct Floorspace Created (Thousand sqm)	165. <b>18</b> of 137 <b>9.5</b> (12%)	162 of 1,370.4 (11%)
Follow-On Floor Space Delivered (all classes (excl.Housing) (Thousand sqm)	195. <b>85</b> of <b>1380.1</b> (14%)	193 of 1,401 (13%)
Follow On New Residential Units Delivered	10, <b>845</b> of 26, <b>634</b> (41%)	10,547 of 26,334 (40.1%)
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	To be reported Q1 2025/26	£158,906,171 (33%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	To be reported Q1 2025/26	279 (56%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	To be reported Q1 2025/26	367
<b>Programme Economic Outcomes (based on approved OBCs)</b>	<b>As at Q4 2024/25</b>	<b>As at Q3 2024/25</b>
Net Additional Gross Value Added at City Region level by 2035 (£bn)	£4. <b>322</b>	£4.367
Total Net Additional Construction Person Years in Employment by 2035	16, <b>586</b>	16,741
Total Combined Follow-on & direct project Private Sector Investment (£bn)	£2. <b>837</b>	£2.849
Benefit Cost Ratio (over 25 years) of approved OBCs	5. <b>65</b> :1	5.77:1
<b>Programme Risks</b>	<b>As at 7/05/2025</b>	<b>As at 20/03/2025</b>
No. of risks in period	11	11
New risks in period	0	0
No. risks rated 'very high'/'high' in period	0	0
No. risks increased/decreased residual score in period	0	0
<b>Programme Issues</b>	<b>As at 7/05/2025</b>	<b>As at 20/03/2025</b>
No. of issues in period	2	2
New issues in period	0	0
<b>Programme Change</b>	<b>As at 7/05/2025</b>	<b>As at 20/03/2025</b>
Change Control Requests (CCR) submitted for City Projects in period	<b>8</b>	2
Approved CCRs/Restatements to date across City Deal Programme	<b>415</b>	411

## 1. PURPOSE

1.1.1 This Quarterly Performance Report includes an overview of the progress at **7 May 2025** for:

- City Region Team workplan;
- Regional Economic Strategy Action Plan Updates; and
- The City Deal Programme

## 2. RECOMMENDATIONS

2.1.1 The Cabinet is invited to:

- a. Note the contents of this report; and
- b. Note and approve the Change Control Requests recommendations as set out in Section 9.

## 3. KEY HIGHLIGHTS / ACTIONS COMPLETED IN THIS PERIOD:

### City Deal Programme

- East Dunbartonshire Council (EDC) submitted a planning application for the Westerhill Development Road on 18 March 2025
- The FBC for Glasgow City Council's (GCC) Kyle St/North Hanover St was approved by CEG in March 2025 and the contract has been awarded.
- GCC's Byres Road Public Realm Phase 2 FBC has been approved by CEG in March 2025.
- GCC has achieved sign off on all site acceptance testing on Govan-Patrick Bridge, with very positive levels of pedestrian and cyclist usage recorded.
- Inverclyde Council (IC) has agreed a route to acquisition for the diocese land on the opposite side of the A8 at Inchgreen.
- A new cruise lease has been completed at Inverclyde's Greenock Ocean Terminal to allow use all year round which will bring 400k passengers through the terminal to the City Region.
- North Lanarkshire Council (NLC) has reached an in-principle agreement with the land-owner to the north on Orchard Farm for the deliverability of the project.
- NLC is focusing on follow on investments and submitted a funding bid for another phase directly adjacent to Motherwell Rail Station. In Motherwell's town centre vacant units are being converted into leisure spaces and Motherwell Town Hall being converted into 20 flats by the council's New Supply Team.
- Renfrewshire Council held its formal opening ceremony of the Renfrew Bridge on 8<sup>th</sup> May 2025 with the bridge opening to traffic on 9<sup>th</sup> May 2025.
- South Lanarkshire Council has issued the completion certificate on Greenhills Road and reached full financial settlement with the contractor.
- The WDC Exxon's *Western Underpass* under the Dumbarton Railway, the *Eastern Overbridge Deck Replacement* and the *Western Dumbuck Junction Overbridge* Structure 01 and Structure 02 (at the western access to the site) design is now complete and approved by the relevant authorities. West Dunbartonshire Council and Network Rail signed the delivery contract for the Western Underpass at Exxon on 13 March 2025.
- The Clyde Metro (Regional Project) Case for Investment Stage 1 was concluded in March 2025.
- All the Member Authorities involved in the delivery of the Enabling Commercial Space (ECS) have now started reporting on their progress (see Section 16.22).

## 4. CITY REGION TEAM WORKPLAN & RESOURCE UPDATES

### 4.1. Intelligence Hub Update

4.1.1 GCR is collaborating with researchers at the University of Glasgow in a bid for funding from NIHR to evaluate health and health equity outcomes of a set of capital investments. The chosen projects are M77 Strategic Corridor, Canal and North Gateway, Inverkip and Community Growth Areas in South and North Lanarkshire. the evaluation will combine a range of methods, like computational modelling, theory-based evaluation and health economics to really understand how the particular investments which influence health outcomes, and who is affected in ways to understand differential outcomes.

- 4.1.2 The Hub has recently completed an evaluation of the Extend Plus project and is working with the Future Glasgow's team to help them better understand the impact of the employability services in the local areas.
- 4.1.3 The team has recently completed an economic baseline for East Dunbartonshire Council and for the Clyde Mission project. They are also undertaking work to develop baselines for 10 towns around South Lanarkshire.
- 4.1.4 The Hub continues to support local authorities understand the potential revenue impacts of the Tourism Visitor Levy and is providing support for various RES programmes as below.

## 5. REGIONAL ECONOMIC STRATEGY

### 5.1. Action Plan Monitoring and Updates

- 5.1.1 The updated [Action Plan for the Regional Economic Strategy](#) (RES) was approved by the Glasgow City Region Cabinet on 6 August 2022. The Glasgow City Region Programme Management Office is monitoring the delivery of the Action Plan and a detailed progress report is attached at Appendix 10a. Monitoring of the RES is carried out quarterly by the PMO and reported to the Regional Partnership and the Cabinet.
- 5.1.2 The update Action Plan for 24/25 includes 47 Actions across the 13 existing programmes. The table below provides a summary of the status for the current RES Actions.
- 5.1.3 At the meeting of the Cabinet on 25 February 2025 it was agreed that an additional action would be added to the RES Action Plan that would provide a specific focus on the challenges faced by Inverclyde. The GCR PMO and Intelligence Hub will engage with Inverclyde Council and other partners to develop specific actions for inclusion in the Action Plan. These additional actions will be brought back to Cabinet for approval.

**Table 1: RES Action Summary as at Q4 2024/25**

SUMMARY	As at Q4 2024/25
Red	0
Amber	17 (36%)
Green	21 (45%)
Complete	8 (17%)
Future	1 (2%)
<b>Total</b>	<b>47 (100%)</b>

- 5.1.4 17 RES Actions are reporting as Amber during this cycle:
- Action 6 - Develop Profiles on GCR's Economic Clusters
  - Action 7- Develop Proposal for GCR Investment Zone
  - Action 10 - Design the Heat Decarbonisation Fund scheme
  - Action 15 - Deliver the GCR Regional Retrofit Strategy
  - Action 23 - Regional Skills Devolution Group: work to progress the proposals to devolve skills decisions to GCR.
  - Action 24 - Develop skills programmes to support the Investment Zone and Innovation Action Plan
  - Action 25 - Skills analysis: develop a methodology for looking at future skills needs of different sectors
  - Action 27 - Develop Strategic Business Case for refreshed Healthy Working Lives programme for GCR businesses to support people to sustain healthy working lives.
  - Action 29 - Establish and embed a GCR Good Employment Charter
  - Action 30 - Pilot 'Economies for Healthier Lives' CHIA Toolkit on key GCR projects: Metro Business Case, existing MA retrofit investment, and EVCI.
  - Action 31 - Evaluate 'Economies for Healthier Lives' project
  - Action 32 - Progressive procurement: working through the Anchor Network to develop action(s) to increase public procurement spend in GCR, and the development of the Community Wishlist approach.

- Action 33 - Shared ownership: working through the Anchor Network to develop an action(s) to support the development of inclusive business models.
- Action 34 - Finance: working through the Anchor Network to develop an action(s) to support the recirculation of wealth in GCR.
- Action 35 - To develop a Foundational Economy Programme.
- Action 36 - Deliver the 5G Innovation Region business cases for all programme elements.
- Action 42 - Complete VDL OBC & FBC

5.1.5 Of the 17 actions flagged at Amber, these are all for minor restatements of timing with the exceptions of:

- Action 15 – The scope of the action has been expanded to include the delivery of actions in the Retrofit Strategy;
- Action 35 – Funding for the project is still being sought; and,
- Action 36 - The scope for next phase of work for 5G Innovation Region is being finalised.

5.1.6 7 RES Actions reported as being completed during this reporting cycle:

- Action 16 - Support MAs and Partners to Engage on Domestic Retrofit (e.g. Retrofit Awareness Week).
- Action 18 - Deliver the 5G Innovation Region (Smart and Connected Social Places) - Net Zero Sensors and Metrics Project
- Action 26 - Support the delivery of the Multiply Programme
- Action 37 - Deliver a package of Green Business Support to businesses in GCR.
- Action 38 - ExtendPlus delivery: 500 Carbon Baseline Assessments to GCR businesses.
- Action 39 - Review Green Business Support arrangements.
- Action 47 - Complete energy efficiency analysis of GCR commercial and industrial premises

5.1.7 A brief update on the progress which has been made with each of the 13 RES programmes is set out below.

## **5.2. Innovation Programme**

5.2.1 Work is ongoing to update the Action Plan. This is being informed by baseline activities for the ecosystem, infrastructure and investment workstreams. Work is underway to develop a scope to bring in expert support to develop the innovation identity for the Region. The skills working group is working on a series of innovation skills actions including support for the Investment Zone, and the Inclusion leads are developing priorities.

## **5.3. Investment Programme**

5.3.1 Investment Zone - GCR was awarded one of two Investment Zones in Scotland in summer 2023. The GCR IZ provides £160m grant funding over a 10-year period. The investment is designed to support the growth of a particular sector within GCR, with either Capital, Revenue or Tax Incentives. To access the funding GCR have to submit an IZ proposal to UK and Scottish Governments for approval, following a 5-stage Gateway model. Objectives for the GCR IZ were agreed by CEG & Cabinet, together with the UK & Scot Gov.

5.3.2 A detailed update on the Investment Zone will be presented to the Cabinet and Regional Partnership.

## **5.4. Clyde Mission**

5.4.1 The GCR Place team is working with the Scottish Government to agree the 2025/26 Grant Offer Letter. The Strategic Masterplan brief has been finalised and a procurement exercise is underway with the intention of commencing the Strategic Masterplan exercise in July/August. Design of the Heat Decarbonisation Fund scheme commenced in March and the scheme will be launched in Q3.

## **5.5. Sustainable City Region Programme**

5.5.1 Sustainable City Region brings together the Green Network Blueprint, Clyde Climate Forest and Climate Change Adaptation Strategy and Action Plan into a co-ordinated programme. Work is presently underway to align governance.

- 5.5.2 Activities to deliver the Green Network continues with the team supporting MAs with LDP Evidence Reports. A strategic review of CCF was undertaken in March, planting activities in the final two Target Neighbourhoods was completed and opportunities to build upon this success are being investigated. The MGSDP team are undertaking a mapping exercise to identify the remit and coverage of organisations across water management (including climate adaptation) initiatives.
- 5.6. Clyde Metro Programme**
- 5.6.1 An update on the Clyde Metro Programme is provided in a separate report.
- 5.7. Housing Retrofit Programme**
- 5.7.1 The Regional Retrofit Strategy and Action Plan was approved by Cabinet on 25/2/25. The Housing Retrofit Delivery Group (HRDG) will oversee delivery of the actions to accelerate retrofit in the Region. Early work has included a focus on the need for a One Stop Shop/ Retrofit Agency to support retrofit delivery. GCR and some MAs have been invited to attend a roundtable hosted by the Existing Homes Alliance (EHA) on 20 May to discuss this challenge and prepare a paper with recommendations for next steps which EHA will present to Scottish Government.
- 5.7.2 GCR has also engaged with Scottish Government around the funding and finance action, with representatives of the Heat in Buildings Futures Unit attending the GCR HRDG on 10 April to discuss the Part 2 report of the Green Heat Finance Taskforce which was published on 3 April 2025. The Scottish Government advised that they will be keen to engage with the HRDG to refine the Heat in Buildings Bill proposals in light of recent news that the Bill will be revised post consultation.
- 5.8. Future Skills Programme**
- 5.8.1 The focus of activity in relation local government skills continues to be on planning roles, with leadership provided by NLC, alongside representation from all MA HR leads.
- 5.8.2 University of the West of Scotland (UWS) has accepted new entrants to a Planning Graduate Apprenticeship programme which commenced in February 2025, with an initial focus on the 2-year conversion course. MA's have now provided details of Colleagues who will take part in this course. Focus has now shifted to identifying participants for the 4-year undergraduate course commencing in September 2025. To date 27 individuals, from across the public and private sectors have been accepted.
- 5.8.3 The recruitment and retention of Environmental Health professionals face similar challenges to those of Planning. UWS offer a degree level course, however there is no commitment at this stage to the delivery of the course in 2025/26.
- 5.8.4 Members of the RSDG continue to engage with Scottish Government colleagues in relation to the GCR 'asks' for regional skills devolution, with Minister Dey to be invited to meet the RSDG – this meeting is now scheduled for Tuesday 27 May '25.
- 5.8.5 The GCR PMO contributed to a workshop hosted by GCC and the Centre for Civic Innovation which focussed on Employer and Business Engagement. The RAND Maritime Skills Report has now been published and the GCR PMO is actively engaging with Skills Development Scotland on the next steps. A £2m grant has been secured from SG to directly support the development of Maritime skills and the GCR PMO is working with colleagues from SDS, MAs and industry to co-design a programme of suitable interventions.
- 5.9. Economy and Health Programme**
- 5.9.1 Our Making Glasgow City Region a Living Wage Place campaign is making excellent progress. Over a three-year period (until November '27) an Action Group, including members of the GCR PMO, Living Wage Scotland, and a range of employers, are working towards targets as set out in an Action Plan which was approved by Chief Executives' Group (November '24).
- 5.9.2 Since the launch of the campaign (5 November '24) an additional 62 employers have become Living Wage accredited, directly resulting in 350 employees receiving an uplift to at least the rate of the real Living Wage.
- 5.9.3 Progress continues to be made on the development of a Good Employment Charter, with the employer engagement elements being aligned with the Foundational Economy Pilot (see the Inclusive Economy programme). The PMO now participates in a UK-wide Charters Forum to share learning and good practice with places that have established charters in place, chaired by Greater

Manchester Combined Authority. A capacity and resourcing plan to facilitate continued development and delivery of the scheme is advancing.

- 5.9.4 A business case for programmes/interventions to support employee retention through fair and healthy business practices has progressed to the options stage. Options to improve on current provision will be set out, and appropriate resource to deliver on these will be sought. Links have also been made with Public Health Scotland in light of their increased focus on economic inactivity and employee retention as a public health issue.
- 5.9.5 The Economies for Healthier Lives project, funded by the Health Foundation, continues to progress well. GCR, in collaboration with PHS, GCPH, SCDC, the project's Community Panel, local health boards and the eight (8) Member Authorities, have now developed the resources and supporting process which form the Capital Investment Health Impact Assessment (CHIA) Toolkit, supporting the embedding of health and equity within capital investment projects. The online toolkit went live at the end of November 2024 and was officially launched in December 2024. The CHIA pilots have been progressing well and a training session aimed for local authorities took place on 7 May 2025.
- 5.9.6 The embedding of CHIA within regional and local processes continues to progress well, with Glasgow City Council and East Dunbartonshire agreeing to include CHIA resources within their internal EQIA support pages. Conversations with other MAs are ongoing. The dissemination of the CHIA beyond GCR is also progressing with support from our partners at the Improvement Service, Scottish Futures Trust and the Scottish Government.

#### **5.10. Inclusive Economy Programme**

- 5.10.1 The Intelligence Hub has developed a proposal for a £1.3 million Innovation Challenge Fund – using the experience from a similar programme in Greater Manchester. This fund would provide targeted business advice and grant funding to innovative projects designed to address critical challenges and is specifically intended for businesses operating within the Foundational Economy. With no obvious regional funding pot, work is ongoing with Glasgow City Council officers to establish a pilot project.
- 5.10.2 The Region received an extension for funding for the 5G Innovation Region Project (Smart Connected Social Places). The detailed scope is being finalised and partners for the project include - Glasgow HSCP, North Lanarkshire HSCP, South Lanarkshire HSCP, Inverclyde HSCP, North Lanarkshire Housing team, Beild and Barrhead Housing Associations. Key for this year is implementation and showcasing benefits for scaling up delivery.

#### **5.11. Green Business Support Programme**

- 5.11.1 The ExtendPlus Project, in conjunction with the University of Strathclyde, concluded at the end of March 2025. The project delivered a total of 288 Carbon Baseline Reports from 345 business referrals. An evaluation of the project is currently being undertaken by the Intelligence Hub. Following the conclusion of the ExtendPlus contract, colleagues from GCC and Renfrewshire Council are currently exploring options for the provision of Carbon Baseline Reports with the Energy Savings Trust.

#### **5.12. Electric Vehicle and Infrastructure Programme**

- 5.12.1 Work is ongoing through the Glasgow City Region Electric Vehicle Senior Officers Group (EV SOG) to work collaboratively to enter into a concession-type contract with a Charge Point Operator (CPO) to expand the EV Charging Infrastructure network across GCR.
- 5.12.2 Transport Scotland has advised that an additional amount of funding from the Electric Vehicle Infrastructure Fund (EVIF) will be made available to Glasgow City Region. The additional amount of £113,960 being made available brings the total amount of the grant to support the delivery of new EVCI to the total of £3,613,960.
- 5.12.3 Glasgow City Council has published a Prior Information Notice (PIN) to gauge the market interest among CPOs in working with Glasgow City Region to expand the EVCI network. The PIN closed on 12 May 2025 and responses will inform the procurement route and project scope.
- 5.12.4 GCR PMO is revising the programme for delivery, in conjunction with technical consultants, in order to provide an updated date to Transport Scotland for the switch over from the current Charge Place Scotland arrangements and the migration onto GCR's new back office arrangements.

#### **5.13 Commercial Land and Property**

- 5.13.1 Consultants Ryden have concluded their reports into the market demand for Vacant & Derelict Land (V&DL) sites within Glasgow City Region. The report will now feed into an updated version of the V&DL Business Case developed by the GCR PMO. A presentation will be brought to Cabinet in August 2025.
- 5.13.2 Following the presentation to the CEG in December 2024 in relation to Ryden's report into the constraints on employment land and buildings in GCR, the GCR PMO arranged a meeting with the Scottish Government, UK Government, and Scottish Enterprise on 17 January 2025 to present the findings and initiate an early discussion on how to address the challenges highlighted. Discussions, led by the GCR Head of Place, are progressing with the Scottish Government.

## 6. CITY DEAL PROGRAMME UPDATE

- 6.1. The Scottish Parliamentary Report on City Region and Growth Deals was published on the Parliament's [website](#) on Friday 9 May 2025.
- 6.2. The report highlighted several key lessons and proposed some next steps including around future Deals and funding. A central theme was the need for a more balanced and transparent approach to governance and accountability, particularly concerning the roles of the Scottish and UK Governments, as well as local authorities.
- 6.3. A summary briefing on the findings was issued to Cabinet on 16 May 2025.

## 7. PROJECT STATUS SUMMARY

- 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.
- 7.1.2 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.
- 7.1.3 In terms of Infrastructure Programme business case developments:
- of 1 Case for Investment (CFI) to be created, 1 is in progress and this is for the new Clyde Metro;
  - of the 20 Strategic Business Cases (SBCs) to be created, all are now complete;
  - of the 1 Strategic/Outline Business Case (S/OBC) to be created, it is now complete, and this was for the new Enabling Commercial Space regional programme;
  - of the 30 Outline Business Cases (OBCs) to be created, 30 have been approved by Cabinet
  - of the **106** Full Business Cases (FBCs) expected to be developed, **64** have been approved to date. (The total number of FBC has increased from 97 following ***the approval of the Enabling Commercial Space S/OBC – adding an additional 9 FBCs for the Economic Commercial Space (ECS), 1 for new local project of Inchgreen Phase 2 and decreased by 1 due to the merging of two Cowlairs subprojects at Canal and North Gateway.***)
  - no project is reported at **Red** status;
  - 1 is fully **Complete** - Gartcosh/Glenboig Community Growth Area Project;
  - 2 are reporting at **Amber** status ***which are GCC's Metropolitan Glasgow Strategic Drainage Project and RC's Clyde Waterfront Renfrew Riverside project;*** and
  - **19** are reporting at **Green**.
- 7.1.4 A position statement, setting out project progress and the issues being faced by projects is set out in Section 16.

## 8. APPROVALS BY THE DIRECTOR OF REGIONAL ECONOMIC GROWTH



- 8.1.1 Under the Scheme of Delegation approved by Cabinet in August 2020, the Director of Regional Economic Growth (DREG) 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.
- 8.1.2 No FBCs have been approved by the DREG in this period.
- 8.1.3 Following receipt of the required evidence, the Director for Economic Growth has approved the release of City Deal Inflation Funds for the following projects:
- o £2.688m for GCC's Sighthill M8 Bridge
  - o £7.423m for GCC's Sighthill Infrastructure Contract 2.

## 9. CITY DEAL CHANGE CONTROLS REQUESTS (CCRs)

- 9.1.1 Five CCRs have been **approved by Director for Regional Economic Growth on 21 March 2025 and 9 May 2025** under delegated authority as set out below:
- 9.1.2 Glasgow City Council (GCC) – City Centre Enabling Infrastructure Integrated Public Realm: George Square and Surrounding Avenues - 250306\_GCC\_055 (MA Ref. GCC/CCN/EIIPR/010)
- **Timeline Changes:** FBC approval delayed from February 2025 to May 2025 (+3 months)  
Contract Award delayed from March 2025 to May 2025 (+2months)  
Construction Start delayed from April 2025 to July 2025 (+3months)  
Construction end remains at September 2026.
  - **Scope Changes:** No anticipated impact to scope.
  - **Finance Changes:** No anticipated impact to finance.
  - **Benefits Realisation:** No anticipated impact to benefits realisation.
  - **Reason for the change:** This Change Control Notice (CCN) has been submitted in response to the need to extend the procurement exercise for the project.
  - **Dependencies:** There is no anticipated impact.
  - **CCR History:** 1 previous restatement for both time and scope.
  - **Recommendation:** PMO assessment is that the above represents **Minor Change** owing to there being no reported change to Construction End date. **Cabinet is recommended to note that this change has been approved by DREG under Delegated Authority on 21 March 2025.**
- 9.1.3 Glasgow City Council (GCC) – City Centre Enabling Infrastructure Integrated Public Realm: Kyle Street - North Hanover Street - 250306\_GCC\_056 (MA Ref. GCC/CCN/EIIPR/011).
- **Timeline Changes:** FBC approval delayed from February 2025 to March 2025 (+1month)  
Construction Start delayed from April 2025 to June 2025 (+2months)  
Construction End delayed from October 2026 to December 2026 (+2months)
  - **Scope Changes:** No anticipated impact to Scope.
  - **Finance Changes:** No anticipated impact to finance.
  - **Benefits Realisation:** No change to project benefits.
  - **Reason for the change:** This Change Control Notice (CCN) has been submitted in response to the need to extend the procurement exercise for this project.
  - **Dependencies:** There is no anticipated impact.
  - **CCR History:** 4 previous restatements: 4 on time.
  - **Recommendation:** PMO assessment is that the above represents **Minor Change** owing to minor change in Timeline to Construction End +2months. **Cabinet is recommended to note that this change has been approved by DREG under Delegated Authority on 21 March 2025.**
- 9.1.4 North Lanarkshire Council – A8/M8 Corridor Access Improvements - Eurocentral Strategic Active Travel- 250404\_NLC\_053 (MA Ref. A8/M8 ESAT CC 3)

- **Timeline Changes:** FBC CEG approval delayed from May 2025 to November 2025 (+6months)  
Construction Start delayed from June 2025 to January 2026 (+7months)  
Construction End remains March 2027
- **Benefits Realisation:** A timeline change is also requested to the benefits realisation profile for the Eurocentral Strategic Active Travel infrastructure outputs as follows: delay of three years from the OBC target date of 2024 to 2027, for completion of 10km Cycle Routes (shared) infrastructure outputs and for completion of the construction jobs output (40 PYEs across the Eurocentral Strategic Active Travel and Orchard Farm sub-projects).
- **Finance Changes:** There is no anticipated financial impact from the changed spend profile at this stage.
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** To reflect a delay to the programmed commencement date of a consultancy commission for detailed design and tender preparation services for Phases 1 and 2 of the project, and options appraisal/concept design services for Phase 3.
- **Dependencies:** There is no anticipated impact.
- **CCR History:** 7 previous restatements: 6 on time, 2 on finance, 1 on scope. Over the course of the City Deal, the construction end has moved from April 2019 (in SBC) to March 2027 (+7 years and 11months).
- **Recommendation:** PMO assessment is that the above represents **Minor Change** owing to there being no reported change to Construction End date. ***Cabinet is recommended to note that this change has been approved by DREG under Delegated Authority on 9 May 2025.***

9.1.5 North Lanarkshire Council– A8/M8 Corridor Access Improvements - Orchard Farm - 250404\_NLC\_054 (MA Ref. A8/M8 OF CC8)

- **Scope Changes:** Removal of 0.45km of Road (New) from outputs as CD funds will focus solely on roundabout and the road site access (0.45km of Road) will be funded by developers.
- **Benefits Realisation:** Delay to commencement of the benefits realisation stage of the project, from 2024 to 2027. This impacts on the output realisation targets for Construction Jobs (40 PYEs) and infrastructure outputs.  
Outcome delivered by follow-on investment increased by 0.45km of Road (New) (see Scope above)
- **Reason for the change:** To align the benefits realisation timeline with previously reported and approved delays to the programmed FBC submission, construction start and end dates for the Orchard Farm roundabout project.
- **Finance Changes:** No anticipated impact to finance.
- **Timeline Changes:** No anticipated impact to timeline.
- **Dependencies:** There is no anticipated impact.
- **CCR History:** 7 previous restatements: 7 on time, 1 on benefits realisation. Over the course of the City Deal, the construction end has moved from December 2018 (in SBC) to October 2027 (+8 years and 10months).
- **Recommendation:** PMO assessment is that the above represents **Minor Change** recognising the project's full scope will still be delivered by follow-on investment. ***Cabinet is recommended to note that this change has been approved by DREG under Delegated Authority 9 May 2025.***

9.1.6 Renfrewshire Council – Clyde Waterfront and Renfrew Riverside - 250414\_RC\_014 (MA Ref. CWRR-CR008)

- **Timeline Changes:** Construction end delayed from August 2024 to 18 April 2025 (+8months)
- **Benefits Realisation:** Delivery of benefits delayed by 7 months. This will also delay the delivery of the programme outputs.
- **Finance Changes:** Finance costs will not be finalised until project close
- **Scope Changes:** No anticipated impact to scope.

- **Reason for the change:** There was a requirement for localised redesign and construction of final section of bridge approach road. This was a contractor risk, and the contractor took steps to mitigate impact, however the delay could not be fully mitigated.
- **Dependencies:** There is no anticipated impact.
- **CCR History:** 7 previous restatements: 7 on time and 1 on finance. Over the course of the City Deal, the construction end has moved from December 2020 (in SBC) to April 2025 (+4years and 4months)
- **Recommendation:** PMO assessment is that the above represents **Minor Change** owing to change in time (CE +8 months) and Benefit realisation (+7 months). ***Cabinet is recommended to note that this change has been approved by DREG under Delegated Authority 9 May 2025.***

9.1.7 Four CCRs were **approved by CEG on 14 May 2025** as set out below:

9.1.8 North Lanarkshire Council – Pan Lanarkshire Orbital Transport Corridor - RIA South - New Dual Carriageway Ravenscraig to Motherwell - 250404\_NLC\_055 (MA Ref. RAI CC 8)

- **Timeline Changes:** FBC submission delayed from June 2025 to August 2026 (+14 months) (CEG approval moved from August 2025 to September 2026); Award of contract delayed from Sept 2025 to Aug 2026 (+11 months); Construction Start delayed from October 2025 to October 2026 (+12 months); and Construction End delayed from April 2027 to August 2027 (+4 months)
- **Benefits Realisation:** Benefits Realisation will be impacted by 4 months due to the delay to construction end. This will also delay the delivery of the programme outputs.
- **Finance Changes:** There has been no change to finances other than a movement in profiled expenditure
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** To allow for the proper consideration of a Value Engineering Review and further detail design and phasing to the main works contract (FBC 2) for the Motherwell to Ravenscraig Link.
- **Dependencies:** There is no anticipated impact.
- **CCR History:** 7 previous restatements: 6 on time and 1 on finance. Over the course of the City Deal, the construction end has moved from December 2025 (in SBC and PBC baseline) to August 2027 (+1year and 8months)
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** owing to change to Construction End date (+4 months). ***Cabinet is recommended to note the CEG has approved this CCR.***

9.1.9 East Renfrewshire Council – M77 Strategic Corridor – Balgray Station – 250414\_ERC\_046 (MA Ref.BTS004)

- **Timeline Changes:** Contract Award delayed from Jan 2025 to Feb 2025 (+1month); Construction Start delayed from February 2025 to July 2025 (+5months); Construction End delayed from May 2026 to October 2026 (+5months); and Formal opening delayed from May 2026 to November 2026 (+6months);
- **Benefits Realisation:** Benefits Realisation will be delayed by 6 months due to the delay in construction and formal opening. This will also delay the delivery of the programme outputs.
- **Scope Changes:** No anticipated impact to scope.
- **Finance Changes:** No anticipated impact to finance but the resultant change to forecast spend has been profiled.
- **Reason for the change:** Delay of the Implementation agreement with Network Rail preventing Story from being officially appointed. Network Rail legal team changed agreement to more closely interlink the Implementation Agreement and the Land Deal Agreement. This then required further work from ERC's legal team to review and respond.
- **Dependencies:** There is no anticipated impact.

- **CCR History:** 9 previous restatements: 8 on Time, 2 on Finance and 1 on Scope. Over the course of the City Deal, Construction end has moved from June 2019 (in SBC) to October 2026 (+7years and 4months).
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** owing to change in time (Formal Opening +6 months). **Cabinet is recommended to note the CEG has approved this CCR.**

9.1.10 East Renfrewshire Council – M77 Strategic Corridor - Aurs Road Realignment – 250404\_ERC\_047 (MA Ref. AR010)

- **Timeline Changes:** Construction End delayed from August 2025 to March 2026 (+7months)
- **Finance Changes:** There are additional costs within the project which will not be covered by the project contingency/risk pot, however, the reported outturn increase is being covered by additional developer contribution funds secured by ERC.
- **Benefits Realisation:** Benefits realisation will be delayed by 7 months due to the delay to construction end. This will also delay the delivery of the programme outputs.
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** The revised timeline is attributed to a number of issues that have arisen on this complex construction site.
- **Dependencies:** Timeline changes to Aurs Road will impact the Balgray Visitor Facilities project, for which a change control has also been submitted.
- **CCR History:** 4 previous restatements: 4 on time. Over the course of the City Deal, the construction end has moved from December 2018 (in SBC) to March 2026 (+7 years and 3 months)
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** owing to change in time (CE +7 months). **Cabinet is recommended to note the CEG has approved this CCR.**

9.1.11 East Renfrewshire Council – M77 Strategic Corridor - Balgray Visitor Facilities – 250404\_ERC\_048 (MA Ref. VC014)

- **Timeline Changes:** FBC CEG approval delayed from August 2025 to December 2025 (+4months)  
Award of contract delayed from October 2025 to April 2026 (+6months)  
Construction Start delayed from November 2025 to May 2026 (+6months)  
Construction End delayed from May 2026 to December 2026 (+7months)  
Formal opening delayed from May 2026 to January 2027 (+8months)
- **Finance Changes:** Spend profile has been amended due to milestone changes, however, there is no increase to the project cost.
- **Benefits Realisation:** Benefits Realisation will be impacted by 8 months due to the delay in formal opening. This will also delay the delivery of the programme outputs.
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** Project is delayed due to dependency on delayed Aurs Road project.
- **CCR History:** 10 previous restatements: 7 on time and 4 on finance. Over the course of the City Deal, the construction end date has moved from December 2018 (in SBC) to December 2026 (+96 months).
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** owing to change in time (Formal Opening +8 months). **Cabinet is recommended to note the CEG has approved this CCR.**

9.1.12 One CCR has been **considered by CEG on 14 May 2025 and is referred to Cabinet for approval** as set out below.

9.1.13 East Dunbartonshire Council – Place and Growth Programme – Bishopbriggs Town Centre (BTC) and Westerhill Development Road (WDR) – 250404\_EDC\_004 (MA Ref. EDC CCR 004)

- **Timeline Changes:**

Bishopbriggs Town Centre:

FBC CEG approval date (for March 2026 FBC submission) delayed from August 2025 to May 2026 (+9months);

Construction end for BTC delayed from December 2026 to May 2027 (+5months)

Westerhill Development Road: FBC CEG approval date (for March 2026 FBC submission) delayed from November 2025 to May 2026 (+6months); Construction End (CE) delayed from December 2026 to April 2028 (+1year and 4months);

- **Reason for the change:** BTC delay due to EDC not having entered the long term lease due to prolonged responses from Morrisons. The WDR delay is due to a planning application determination delay and therefore a final tender price delay. Through early contractor involvement, via SCAPE Scotland, it is anticipated that the current Project delivery programme will be extended due to: The increase in the delivery programme from 52 weeks to 77 weeks is due to C3 Utility quotes resulting in alternative utility diversion routes being proposed by the utility providers, current assumptions on traffic management restrictions, current assumptions on environmental constraints.
- **Finance Changes:** Inflationary impacts of extending the delivery programmes will be assessed at the next cost review stage and this will be reflected in the final contract sum submitted with the FBC. The financial profile has been amended to reflect the timeline.
- **Benefits Realisation:** Benefits Realisation will be delayed by 1 year and 4 months due to the delay in Construction End. This will also delay the delivery of the programme outputs.
- **Scope Changes:** No anticipated impact to scope.
- **Dependencies:** No dependent projects.
- **CCR History:** 3 previous restatements; 2 on Time, 1 on Scope and 1 on Finance. Over the course of the City Deal, Construction end has moved from December 2025 (in SBC) to May 2027 (+1 year and 5months) for BTC and April 2028 for WDR (+2years and 4months).
- **Recommendation:** PMO assessment is that the above represents **Significant Change** due to the change in time (Construction End +1year and 4months). **CEG has noted and referred this CCR to Cabinet with a recommendation to approve.**

## 10. CITY DEAL PROGRAMME RISKS

10.1.1 The Programme Risk Register is at Appendix 3. Updates to mitigating actions are noted in ***bold and italics***. The Register shows:

- There are 11 Programme risks:
- In terms of risk ratings (residual scoring):
  - 0 risks rated as 'very high';
  - 0 risk is rated as 'high';
  - 4 risks are rated as 'medium'; and
  - 7 risks are rated as 'low'.

## 11. CITY DEAL PROGRAMME ISSUES

11.1.1 The Programme Issue Log has been updated and all updates are noted in ***bold and italics*** in Appendix 4. As at 7/5/2025 there were two issues. There has been no change to ratings in period.

## 12. CITY DEAL PROGRAMME BENEFITS – OUTPUTS and OUTCOMES

12.1.1 The following project outputs and outcomes were reported as delivered in Q4 2024/2025 (Appendices 5 and 6 provide full details):

### 12.2. Outputs

12.2.1 A full summary of all Outputs is provided at Appendix 5 in Table 5.1. Outputs reported as being delivered and/or added for the programme within the reporting period for Q4 2024/25 are reported in Table 5.2.

### 12.3. Follow-on Outcomes

- 12.3.1 A full summary of all follow-on outcomes is provided at Appendix 6 in Table 6.1. Follow on outcomes reported as being delivered and/or added for the programme within the reporting period for Q4 2024/25 are reported in Table 6.2.

### 12.4. Community Benefits Hub

- 12.4.1 The GCR Community Benefits Hub scheme launched in early September 2024 with three initial councils, East Renfrewshire, Glasgow and North Lanarkshire, with Inverclyde joining in December 2024.
- 12.4.2 By end of March 2025, 18 Requests had been delivered by Suppliers for local Community Groups, with an overwhelmingly positive response, and a further 17 had been Matched and approved with delivery in progress. Requests delivered in this quarter included funding for youth club activities, funding for volunteer training and delivery of mental health support in a school, the donation of sensory toys for a baby and toddler group, purchase and installation of a new semi-permanent access ramp at a community space, funding to provide hot food as part of a community breakfast program, the donation of food and essential items, a donation to support a Community Garden build day with families, a donation to restore the last tram ever to have left Glasgow for Coatbridge – to put it back into operation, and the donation of paint and equipment to re-paint a community hub.
- 12.4.3 For noting, North Lanarkshire Council adopted a soft launch with selected service areas to allow internal procedures, roles, responsibilities and resources to be in place within each service and to align with governance. Figures reported to date are based on this approach and a full launch will take place in due course.
- 12.4.4 Subject to approval of the Glasgow City Region Chief Executives' Group, the University of Strathclyde is set to join the CBH scheme as the first Phase Two Organisation, anticipated to go-live with a soft launch in spring 2025. Initial projects / contracts which are anticipated to use the CBH for community benefits include the new build of the £30 million Charles Huang Advanced Technology & Innovation Centre (CHATIC) in Glasgow city centre and the ten-year facilities management contract at NMIS in Renfrewshire.
- 12.4.5 Next steps include continuing with ongoing developments on the website, finalising the API link to Cenefits and transitioning to a full Phase 2 launch which will allow further GCR Anchor Organisations to join and invite their Suppliers onto the site.
- 12.4.6 Table: Summary (by Council) to the end March 2025.

Note that all of the Matches below, where a Business has chosen to deliver a Request, have been selected as part of a contract / contractual community benefits.

Matches can be delivered either locally (e.g. by an East Renfrewshire Business for a Community Group in East Renfrewshire), or Regionally where available (e.g. by a Glasgow City Business for a Community Group in East Renfrewshire).

The information below is split to show figures for:

Requests Matched by Businesses with a contract with that Council: how many Matches have been made by Businesses who hold a contract or as part of a contract with the Council listed, including where this Match is for a Community Group in another Council area.

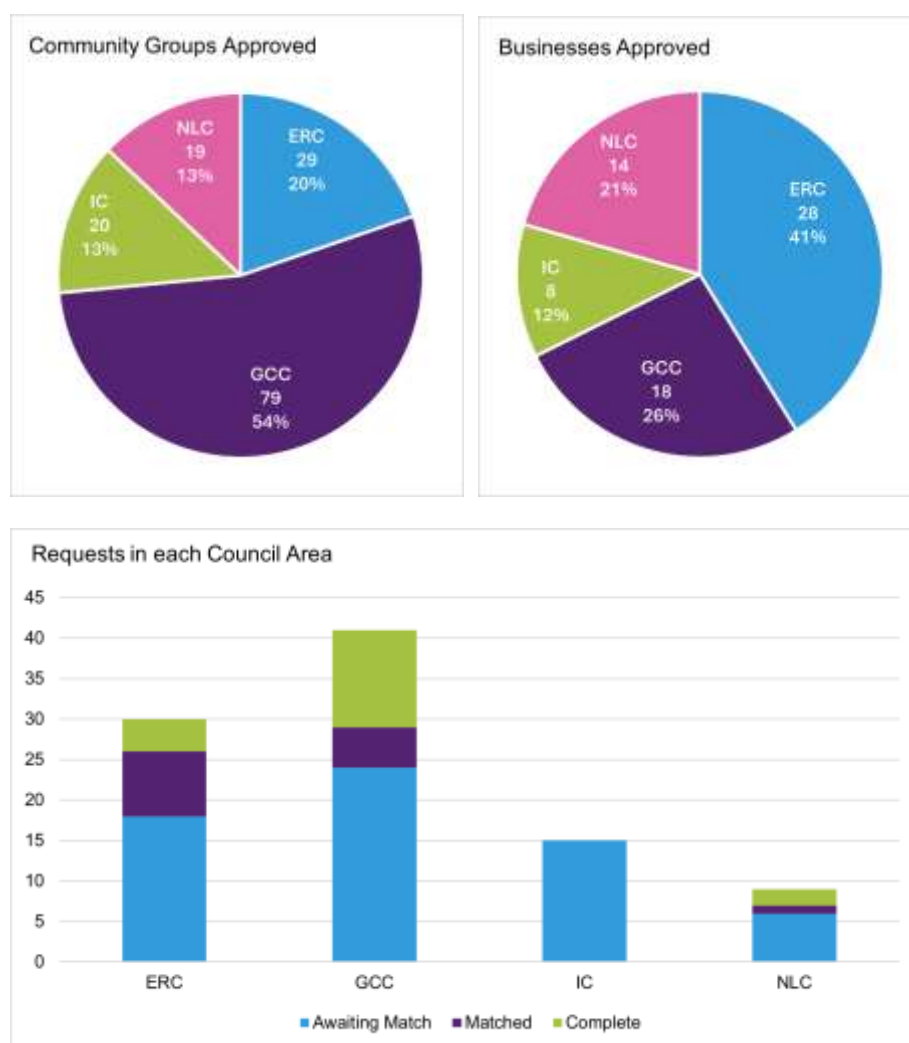
Requests Matched for Community Groups in that Council area: how many Requests have been Matched for Community Groups in the listed Council area, including where the Request has been Matched by a Business which holds a contract with a different Council.

	Total (Cumulative)	Total In Quarter	ERC		GCC		IC		NLC	
			Total	In Q	Total	In Q	Total	In Q	Total	In Q
Community Groups Approved	147	54	29	10	79	9	20	20	19	15
Businesses Approved	68	39	28	11	18	9	8	8	14	11
Requests Approved	127	65	30	6	41	3	15	15	9	9

<b><u>Total Requests Matched <i>by Businesses</i> with a contract with that Council</u></b>	<b>32</b>	<b>18</b>	<b>10</b>	<b>5</b>	<b>19</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b><u>Total Requests Matched <i>for Community Groups</i> in that Council area</u></b>	<b>/</b>	<b>/</b>	<b>12</b>	<b>6</b>	<b>17</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>

<b><u>Total Matches Completed <i>by Businesses</i> as part of a contract with that Council</u></b>	<b>18</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>13</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>
<b><u>Total Matches Completed <i>for Community Groups</i> in that Council area</u></b>	<b>/</b>	<b>/</b>	<b>4</b>	<b>0</b>	<b>12</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>

#### 12.4.7 Charts showing Community Benefits Hub reporting to the end March 2025.



### 12.5. Community Benefit Outcomes

12.5.1 The community benefit outcomes for Q4 24/25 will be included in the Interim Report.

### 13. EXPECTED SPEND vs BUSINESS CASE APPROVALS BY PROJECT

13.1.1 Appendix 7 details the total expenditure per project from the latest Project Status Report as of **31 March 2025**. This is then compared with cumulative projected spend, previous years spend, profiled spend in 2024/25 and the projected spend for **2025/26**. **The table also shows the grant received to date, cumulative business case approvals and maximum Govt. grant allocations.**

13.1.2 The table **shows** the £1.13bn from the Scottish and UK Governments **incorporating the** Member Authorities' contribution. The total projected City Deal spend for the programme is **£1.133bn**

compared with the latest funding of **£1.136bn**. This represents a small underspend which is expected to reverse over time. Within this position there is reduced projected expenditure in relation to Inverclyde's projects (**£3.1m**). Previous Years Spend for infrastructure projects was £500.7m.

13.1.3 The actual spend for 2024/25 to Quarter 4 is **£56.5m which is 90% of current forecasts. Forecast spend for the next financial year, 25/26 is £169m.**

13.1.4 The cumulative to date spend as at **Q4** 2024/25 is **£557.3m**. Funding approved to date totals **£652m** and the cumulative grant allocation to date is **£400m. £15m of this grant is still to be distributed.**

#### 14. PROJECT FUNDING AND EXPECTED SPEND vs GRANT DRAWDOWNS

14.1.1 Appendix 8 displays **the grant claims to date totalling £535m**. All Member Authorities have returned their grant claims to the end of Quarter 4 2024/25. The cumulative value of grant claims received in 2024/25 is **£39.9m**. The Q1 credit arose from additional member contributions being incorrectly incorporated in the 2023/24 claim which have now been corrected.

#### 15. PMO BUDGET

15.1.1 The budget statement, reported in Appendix 9, shows the PMO budget of £2.115m for 2024/25 and an anticipated deficit for the year of **£0.589m**. This deficit will be offset against prior year balances brought forward of £1.929m maintaining the surplus (albeit reduced) for the current year of **£1.340m**. The anticipated deficit results principally from the utilisation of the prior year balances to keep Member Authorities' contributions at 2022/23 levels (as previously agreed by Cabinet). There is, however, interest still to be received on Govt. grants held pending allocation to Member Authorities and this is expected to increase the surplus carried forward into 2025/26.

#### 16. CITY DEAL PROJECT UPDATES

This section provides information on the progress and status of each the 22 main infrastructure projects/CFI being delivered across the Region. Updates from the previous period are shown in **bold italic text**.

##### 16.1. Place and Growth Programme (Green)

16.1.1 East Dunbartonshire Council's (EDC) £36.84m City Deal funded (£1.96m inflation fund monies are currently underwritten by the Council) 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.

16.1.2 The Programme consists of two sub-projects:

- The Westerhill Development Road (WDR), will complete the route through East Dunbartonshire and Glasgow North, improving connectivity and unlocking strategic development sites to enable follow on investment. The WDR plays a key role in improving linkages between the wider City Region, Westerhill, Bishopbriggs and Auchinairn.

A masterplan has been developed for the Westerhill area to redesignate land for employment use. The masterplan is now adopted under the Council's LDP2 as Westerhill Regeneration Area (WRA) planning guidance and is a material consideration for any future development applications.

Key activities in this period were: Pre-planning application consultation event held in the War Memorial Hall on Monday 10 Feb 2025. **65 attendees present and plans also available to view via the online portal on the EDC website; Planning Application submitted 18 March 2025; Internal approval of procurement route from Main Contractor (Construction)**

Key activities in next period will focus on: **Continue** engagement during planning application determination period; **Stage 3 Ground Investigation surveys to commence mid-April 2025; Scope development for Construction stage contracts - main contractor and client-side Design and Project Management.**

Key activities in this period related to the follow-on development at Westerhill Regeneration Area (WRA) were: **Progressing** WDR accommodation works agreements with landowners as part of developing the missives of sale for the acquisition; **Funding applications submitted to Transport Scotland for active travel routes at WRA; and WRA promotional brochure uploaded to website and being issued to relevant an interested parties.**

Key activities in next period will focus on: **Further development of WRA Marketing plan to promote the area for investment, supported by Business Development and Corporate Comms teams; ongoing engagement with landowners, organisations such as Scottish**



**Enterprise to focus on longer term delivery of the sites;** and **completion** of acquisition Heads of Terms and commencing to drafting and signing of contract missives.

The approved OBC identifies November 2025 as Cabinet approval date for WDR FBC **however in Q4 24/25 CCR 250404\_EDC\_004 has been submitted for approval to delay WDR FBC approval to May 2026. Construction end will also be delayed to April 2028.**

- **Bishopbriggs Town Centre Civic Space** - the aim of the project is to create a vibrant town centre, with a high-quality environment, enabled through regeneration including enhanced accessibility and improved public realm. An important element of the project will be establishing opportunities to improve networks across the towns existing commerce, industry and environment assets. The Project will provide a large, flexible space for community, business, and small enterprise events with the aim of attracting investment from further afield. Key activities in this quarter include: discussions **still continuing** on procurement construction stages; **continuing** engagement with stakeholders (Morrisons and St. Matthews Church) on detailed design development and ground lease negotiations (Morrisons); and Site **surveys procured and partially undertaken (will conclude in April 2025).**

Key activities in the next period include **continued** engagement with businesses and local community groups; **and completion of ground lease and handover of civic space are from Morrisons is expected in April 2025.**

The approved OBC identifies August 2025 as Cabinet approval date for BTC Civic Space FBC. **However, in Q4 24/25 CCR 250404\_EDC\_004 has been submitted for approval to delay BTC FBC approval to May 2026 and construction end to May 2027.**

## 16.2. M77 Strategic Corridor Programme (Green)

- 16.2.1 East Renfrewshire Council's (ERC) £44m (£55m including additional member and external contributions) City Deal funded M77 Strategic Corridor Programme consists of six sub-projects aiming to support the planned growth of Newton Mearns and the regeneration of the town of Barrhead. A review of the overall programme was approved by GCR Cabinet on 7 December 2021. The paper delayed the Levern Valley Link project until a later date and reallocated the funds between the three remaining subprojects.

- The Full Business Case for a New Railway Station (Barrhead) and Allied Works project on the Glasgow to Neilston line with capacity for a bus interchange and associated car parking was submitted to GCR PMO on 25 July 2024 for approval by CEG on 5th September 2024. Network Rail has identified Story as the preferred bidder for the design and implementation phase. 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. Transport Scotland Investment Decision Board has approved the project subject and Ministerial endorsement now received. Network Rail's Prior Notification (planning) request has been approved. FBC now approved. Legal process for land deal **is now proceeding**. The Implementation Agreement with Network Rail has now been agreed and signed. In Q4 24/25 **CCR 250404\_ERC\_046 has been submitted for approval to delay Construction Start to July 2025 and Construction End to October 2026.**
- The FBC for Aurs Road Realignment Project was approved by CEG on 25 October 2023. ERC has contracted John Graham Construction Ltd. Work began on site in January 2024 for a period of 12 months. The project includes road realignment, replacement of a weak bridge to allow a bus route along this corridor and provision of pedestrian/cycle promenade **along** Balgray reservoir. The straightening of a section of road releases land to develop the Dams to Darnley/Balgray Visitor Facilities Project which will follow on post completion. The project **also includes a separate Scottish Water work to minimise future disruption on Aurs Road. This Scottish Water work entails** lowering the water level in Balgray reservoir to facilitate the construction and operation of a new culvert under Aurs Road which will maintain a new natural water level in the reservoir. **Aurs Road project is a complex major project and with such a project there were always some risks. Some of these risks have materialised during construction and have challenged the timescale for completion on site. The delays have extended the length of the construction period and delayed the opening of the road. The team is working alongside the consultants and contractors to tackle issues on site as a matter of urgency and to get the road reopened at the earliest possible opportunity. In Q4 24/25 CCR 250404\_ERC\_047 has been submitted for approval to delay Construction End to March 2026.**

- The Dams to Darnley/Balgray Visitor Facilities, development is interdependent on Aurs Road realignment and any slippages during the project development, tendering and construction periods. Vehicular access to the Visitor Facilities will be taken from Aurs Road, the upgrading of which is also being financed through City Deal. The reviewed project scope takes account of emerging opportunities and demand considerations, and a phased approach is being considered to allow earlier provision of key facilities along with marketing to stimulate sustainable growth in visitor numbers. The design will be such that it can easily be changed or adapted to meet future changes in vision or accommodate future phases of development as requirements change and funding becomes available. Initial Master planning and feasibility studies **were completed in summer of 2024 and a subsequent OBC** has been approved by City Deal PMO in November 2024. **Procurement for the next phase of design is currently in advance stages; legal reviews-by ERC Legal of the contract data have increased the duration of the procurement. ERC is considering the avenue of a design and build contract but have held off on commitment to construction to ensure funding levels are maximised as a mitigating action in response to issues and risks. As the project is dependent on Aurs Rd, the delay to construction end on the road has caused a subsequent delay to the Visitor Facilities that is detailed in CCR 250404\_ERC\_048 as follows: FBC approval delayed to December 2025; construction start delayed to May 2026; and construction end delayed to December 2026.**

#### 16.2.2 The following projects are **Complete**:

- The Levern Works Project in Barrhead saw construction completion in May 2016 of 843sqm of new workshop space in 10 business units at Crossmills 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. Nine units have been fully occupied since 2019 with the remaining one under offer to be re-let.
- 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 Works, Newton Mearns. While Greenlaw was completed mid-March 2019, the business centre remained closed due to Covid until September 2022 with formal opening following in February 2023. External management agent, CBRE is operating the centre on behalf of the Council. The centre provides high quality office accommodation to meet a growing local demand, helping to stimulate economic growth and create opportunities for start-up and small to medium sized businesses to develop and grow within East Renfrewshire. The 20,000sq.ft building, located adjacent to Junction 4 of the M77, comprises 35 office suites, meeting rooms, breakout areas, a co-working lounge, parking and a Business Gateway presence onsite. Since opening in September 2022, 80% of floorspace is now occupied by 27 businesses from a diverse range of sectors including finance, law, architecture, marketing and logistics.
- The Balgraystone Road Realignment Project completed on site in October 2020 and 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.

### 16.3. Canal and North Gateway Project (**Green**)

- 16.3.1 Glasgow City Council's (GCC) £89m (£187m including additional member and external contributions) 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 several very different interventions across 9 sub-projects varying from site remediation and development, construction of new bridges, pedestrian and cycling infrastructures, street lighting, junction upgrading and drainage infrastructure.

16.3.2 Seven sub-projects are **Complete**:

- Sighthill Remediation Contract 1 (FBC 1): Full scope has been delivered as per the FBC.
- Sighthill Contract 2 (FBC 2): Full scope has been delivered per the FBC. The contractor is currently rectifying defects.
- Cowlairs Bridge and Port Dundas 100 Acre Hill (FBC 3): Full scope has been delivered per the FBC. Meanwhile use, as defined in 100 Acre Hill grant agreement, for benefits realisation continues to be progressed.
- North Glasgow Integrated Water Management System (NGIWMS) (FBC 4): Full scope has been delivered per the FBC.
- North Canal Bank Street and Speirs Locks Landscape Link (FBC 5): Full scope has been delivered per the FBC. All road closures reinstated. Project defects continue to be managed by contractor and technical services.
- Speirs Locks Garscube Toll and Links (FBC 6): Full scope has been delivered per the FBC. Awaiting as built information to update benefits.
- Sighthill M8 Pedestrian Bridge (FBC 7): Full scope has been delivered per the FBC. M8 Bridge is open to the public and all fencing has been removed. Official opening to the public 24 March 2023. Final accounts agreed and paid. Project Manager monitoring the defect works. Lessons learned meeting held.

16.3.3 Revision 10 was approved at Glasgow City Region Cabinet on 5 November 2024 and confirms updated milestones for FBCs due within the next 12 months as:

- Port Dundas: Dobbies Loan; FBC currently expected to be submitted for approval - December 2025. ***Tech Services reviewing and revising the design with an aim to publish tender at the end of the summer.***
- Port Dundas: Pinkston Access and Remediation; FBC currently expected to be submitted for approval - December 2026.

16.3.4 As noted within Revision 10, to ensure that the Programme can continue to progress within the limits of the City Deal funding allocation, sub-projects had to be identified for deferral. The following CNG project was highlighted for deferral:

- Cowlairs: Remediation & Servicing **and Cowlairs Link which had previously been merged.**

16.3.5 The Revision 10 changes to the projected cumulative City Deal spend will take effect in Quarter 4 once the Inflation Fund values are approved.

16.3.6 Council officers will continue to explore alternative funding opportunities for development and delivery of deferred projects.

**16.4. Collegelands Calton Barras (Green)**

16.4.1 Glasgow City Council's £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.

16.4.2 Three sub-projects are **Complete**:

- Calton Barras Action Plan - Barras Public Realm Phase 1 (FBC 1): Full scope has been delivered as per the FBC.
- Meat Market Site Remediation (FBC 2): Full scope has been delivered as per the FBC. In total 3.4Ha Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register (Ha) and 252 flats agreed with Home Group to be built on Meat Market Site.
- Calton Barras Action Plan - Junction Improvements (FBC 3): Full scope has been delivered as per the FBC.

16.4.3 Three remaining sub-projects are in development. Updates noted as follows:

- Meat Market Roads and Infrastructure (FBC 4): Wellpark Link – This project will connect the former Abattoir Site to Collegelands to improve environmental conditions and encourage future investment. This will include a widened pedestrian footpath, quality paving, raised pedestrian crossings and new lighting. A Change Control Notice (GCC-CCN-CCB-010) approved Wellpark Link being delivered as a single FBC. The project has been designed in-house and will be procured by Glasgow City Council. Contract was awarded and FBC was

approved by Delegated Authority on 21/8/2024. The contractor started on site the week beginning 6 January 2025 **and working with sectional completion to minimise disruption. Anticipated construction end in Q1 25/26. A Change Control Request will be submitted with Interim Report to restate timeline.**

- Meat Market Public Realm and Listed Structures (FBC 5): Meat Market Trust business plan received. Funding award from National Lottery Heritage Trust has been confirmed. Approval granted by delegated authority for this FBC on 1/11/2024. CCR 240913\_GCC\_052 that was submitted alongside to restate milestones and scope (change of name) was also approved. Staff are working closely with the Meat Market Trust to deliver, monitor and evaluate the project. Project is currently on track.
- High Street: Public Realm and Connectivity: As previously noted, Transport Scotland confirmed they were no longer able to support the redevelopment of High Street Station due to a review and re-prioritisation of their pipeline projects. City Deal funding alone would have been insufficient to support the project in its original form, however other elements of the project remained deliverable and in line with the Collegelands Calton Barras Outline Business Case. These elements focus on public realm and connectivity measures on High Street and as per Revision 10, the FBC title has been re-named to reflect this. Project is progressing.

16.4.4 No projects from the Collegelands Calton Barras sub programme were deferred as part of Revision 10.

## 16.5. City Centre Enabling Infrastructure Integrated Public Realm (Green)

16.5.1 Glasgow City Council's £116m (£144m including additional member and external contributions) City Deal funded City Centre Enabling Infrastructure Integrated Public Realm (EIIPR) is a quality place-making project that will transform 11 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 11Ha of new public realm, over 7HA of enhanced public realm, over 5km of new and enhanced cycle tracks, over 9km of new and enhanced walkways, and significant investment in blue/green infrastructure. EIIPR consists of 11 sub-projects.

16.5.2 Two sub-projects are **Complete**:

- Sauchiehall Street Avenue Phase 1 (FBC 1): Full scope has been delivered as per the FBC. The project has delivered 800sqm of Blue Green Infrastructure, 1.95Ha of Public realm has been created, 5 Junctions improved and 1Km of Road has been enhanced; and
- Intelligent Street Lighting (FBC 2) (ISL): Full scope has been delivered as per the FBC. The project has delivered 3,300 LED lamps managed by a CMS system.

16.5.3 Projects currently under construction/**awaiting construction start** are:

- Holland Street / Pitt Street (FBC 3): FBC approved at CEG 7 December 2022 and related CCR approved 14 February 2023 Cabinet. Works commenced on site w/c 27 March 2023. All preparatory works have been completed, and construction activity is **substantially complete with 1 junction remaining which cannot be addressed due to an adjacent site development**. Timeline and Finance are reporting at **Amber**. Anticipated site finish was March 2025 (previously January 2025). **A CCR will be submitted for the Interim report to adjust timelines.**
- Sauchiehall Street Precinct & The Underline Phase 1 (Cambridge Street) (FBC 4): Timeline is reporting at **Amber**. Construction activity is ongoing. FBC approved by CEG on 6 June 2023. Contract award on 8 June 2023. Site started at the end of September 2023. Cambridge St completion **was** expected December 2024 and is **now substantially complete** and Sauchiehall St Precinct completion **is now** expected in **Spring 2025** (instead of January 2025). **A CCR will be submitted for the Interim report to adjust timelines.**
- Argyle Street West (M8 Kingston Bridge to Union Street) (FBC 5): FBC approved by Chief Executives Group on 1 February 2024 with this subject to approval of Change Control Notice (GCC/CCN/EIIPR/08) which was granted by Glasgow City Region Cabinet on 13<sup>th</sup> February 2024. Contract awarded by Glasgow City Council Contracts & Property Committee on 1<sup>st</sup> February 2024. Site started on 13 May 2024. Project is picking up pace with its progress and there is to be no effect on overall project programme.



- Kyle Street / North Hanover Street (FBC): ***FBC was approved at the CEG meeting on 27 March 2025 and contractor was awarded following this approval. Construction is due to start in April 2025.***
- 16.5.4 Sub-projects with FBCs in development include:
- Stockwell Street (previously Glassford St/Stockwell St): CCR 241004\_GCC-053 was submitted in October 2024 restating milestones, scope and finance. The CCR confirms that the Glassford Street element will no longer be delivered as part of this FBC. Stockwell Street was out for tender with a closing date of the 12th of November 2024, however the project needed to be retendered. Stockwell St tender documents are being redrafted (***pricing now Bill of Quantities and changes made to Time and Materials layout***) and issued via an alternative framework (***Scottish Government Dynamic Purchasing System April-July***) due to the previous tender not having any appropriate bids. The FBC is anticipated for submission in summertime. ***CCR will be submitted with Interim report to adjust timeline.***
  - As noted in Revision 10, 2 separate Avenue sub-projects (St Vincent Place Phase 1 and George Steet Phase 1) which are adjacent to George Square have been merged to allow the procurement of a single contract; this is now re-titled George Square and Surrounding Avenues. The procurement period was extended at the request of bidders. ***CCR 250306\_GCC\_055 was submitted and approved, restating the programme milestones to reflect the extension to the procurement period. The construction end date remains unaffected from Revision 10. The FBC was submitted for approval at the May 2025 CEG meeting.***
  - Argyle St East (Union St-Glasgow Cross): ***FBC expected for approval at the July 2025 CEG.***
- 16.5.5 The remaining sub-projects (see below for details and anticipated FBC approval dates) will be delivered as part of the Revision 10 programme:
- Clyde Street – November 2025;
  - Broomielaw – November 2025; and
  - George Street – July 2026.
- 16.5.6 Sub-projects that were identified for deferral are as follows:
- Underline Phase 2 (New City Road);
  - John Street;
  - St Enoch Square/ Dixon Street;
  - Hope Street;
  - St Vincent Street Phase 2;
  - Cathedral St and Bath Street East;
  - Glassford Street
  - IFSD West; and
  - Elmbank Street and Elmbank Crescent.
- 16.5.7 Council officers will continue to explore alternative funding options for these deferred projects.
- 16.5.8 The Revision 10 changes to the projected cumulative City Deal spend will take effect in Quarter 4 once the Inflation Fund values are approved.
- 16.6. **Metropolitan Glasgow Strategic Drainage Partnership (Amber)**
- 16.6.1 Glasgow City Council's £40m (£51m including additional member and external contributions) 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.
- 16.6.2 Eight sub-projects have reported their Scope **Complete**:

- Camlachie Burn (FBC 1): Timeline **Complete** and Finance reports at **Amber** (awaiting final account). Full scope has been delivered as per the FBC;
- Cardowan SWMP (FBC 2): Timeline **Complete**. Full scope has been delivered as per the FBC;
- Hillington/Cardonald SWMP Phase 1: Moss Heights/Halfway Community Park (FBC 3): Timeline **Complete**. Full scope has been delivered as per the FBC;
- South East Glasgow SWMP (FBC 4): Timeline **Complete**. Full scope has been delivered as per the FBC;
- Garrowhill/Baillieston SWMP (FBC 5): Timeline **Complete** and Finance reports at **Amber** (awaiting final account). Network Rail & RJ McLeod have reached practical completion. Draft final accounts due. Awaiting Network Rail to fully conclude some residual landscaping.
- Drumchapel SWMP (FBC 6): Timeline **Complete** and Finance reports at **Amber** (awaiting final account). Full scope has been delivered as per the FBC.
- Hillington/Cardonald SWMP - Phase 2 (Queensland Gardens) (FBC 7): Timeline **Complete**. Full scope has been delivered as per the FBC. Audit Scotland are using the delivered works as a climate adaption case study; and
- Hillington/Cardonald SWMP - Phase 3 (Penilee) (FBC 8): Timeline **Complete** Full scope has been delivered as per the FBC.

16.6.3 No sub-projects are currently under construction for the MGSDP project.

16.6.4 Revision 10 was approved at Glasgow City Region Cabinet on 5 November 2024 and confirms updated milestones for FBCs due within the next 12 months as below. The Finance status for these 3 projects remains **Amber**, to reflect the current market conditions and possible prolongation of future works going forward. Finance impact continues to be assessed.

- Cockenzie Street SWMP 3<sup>rd</sup> party grant award to Scottish Water. Project remains committed to deliver scope that will be fully defined within the FBC. Design works continuing, and budget expected to be fully spent; FBC currently expected to be submitted for Delegated Authority approval - July 2025;
- Eastern Springburn SWMP - Design works continuing, and budget expected to be fully spent. Project remains committed to deliver scope that will be fully defined within the FBC. FBC currently expected to be submitted for Delegated Authority approval **in Q2 2025/2026** (instead of April 2025) **and a CCR will be submitted to revise milestone dates. The delay is in part caused by a requirement to progress additional site investigations and revise the planning application. There are also delays in wider staff recruitment exercises;** and
- High Knightswood/Netherton SWMP - Design works continuing, and budget expected to be fully spent. Project remains committed to deliver scope that will be fully defined within the FBC. FBC currently expected to be submitted for Delegated Authority approval - October 2025.

## 16.7. Clyde Waterfront West End Innovation Quarter (**Green**)

16.7.1 Glasgow City Council's £114m (£117m including additional member and external contributions) 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 thematic headings 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.

16.7.2 Six sub-projects are **Complete**:

- Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South) (FBC 1); - adjacent to key heritage assets such as Govan Old, the Pearce Institute and Govan War Memorial and including links to South Bank.
- CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor) (FBC 2); - the project converted vacant lower ground floor of Govan Old Parish Church. Grant award to Govan Heritage Trust.
- Improving Connectivity between GU and QEUH - Active Travel Route (North) (FBC 3);
- Access and Integrity of Waterfront - Tradeston Bridge Refurbishment (phase 1) and Tradeston Links (phase 2) (FBC 4) – scope complete. .
- Central Govan Action Plan Project:-Developing the Economic Role of QEUH and Adjacencies - Development Deficit Funding 2 / Central Govan Action Plan - CGAP Development Deficit Funding – Commercial Floor space 1 (Water Row Grant Award) (FBC 6): Scope complete as defined within FBC. Site completion June 2024; City Deal grant draw-down being processed. Soft landscaping works being concluded. All residential units handed over to Govan Housing

Association; all six ground floor commercial units have tenants agreed; fit-outs provisionally expected Spring 2025.

- Govan-Partick Bridge (FBC 5): which is a pedestrian/cycle crossing, improving the connectivity between Glasgow University and the Queen Elizabeth University Hospital (QEUH). Bridge works completed; scope complete as defined within FBC. Bridge formally opened to the public on 7 September 2024. Completion of residual hard landscaping works following bridge opening. Site demobilisation undertaken by contractor in October 2024. Some residual snagging works undertaken through November 2024. Final account agreed with Contractor; legal letters exchanged, and payment being progressed. **Project is within** its contractual 'Operation and Maintenance' period **until September 2026. All site acceptance testing signed off in January 2025; very positive levels of pedestrian and cyclist usage recorded.**

16.7.3 Projects currently under construction/**awaiting construction start** are:

- The Developing the Economic Role of Glasgow University including: Byres Road Public Realm Improvement (FBC 7). This project will deliver active travel and public realm infrastructure. Timeline and scope status remain at **Amber** and Finance reports at **Amber** (to reflect the current delay to full completion of works attributed to adjacent dangerous building to be demolished). Phasing of construction is required to accommodate the entirety of the works and GCC has switched the order of Byres Road Public Realm Phasing, with the southern element presenting first. Phase 1 works FBC was approved 26 October 2022. Works are mostly completed. (expected completion was late July 2024). A small section of public realm refurbishment will be delayed by the Contractor, due to the necessary demolition of the adjacent former (Church Street Parish School) janitor's house. The dangerous condition of this building has precluded safe street-level access in the immediate proximity. Demolition/Reinstatement works undertaken throughout November/December 2024. Contractor is anticipated to return and conclude the outstanding public realm works **in early Q1 2025/2026 (instead of March 2025).**
- Developing the Economic Role of Glasgow University - Byres Road Public Realm Phase 2 (FBC Addendum) (FBC 8): Tenders returned for assessment in January 2025. FBC Addendum **was approved by CEG** in March 2025. **Construction expected to begin in June 2025.**

16.7.4 Formal withdrawal of the Windmillcroft Quay sub-project was confirmed as part of approval of the updated Rev. 10 Programme.

16.7.5 Subprojects that were identified for deferral are as follows:

- Developing Economic Role of SEC – Finnieston Link
- Investing in the Strategic Road Network to Unlock Development (M8 Jct.19)

16.7.6 The Revision 10 changes to the projected cumulative City Deal spend will take effect in Quarter 4 once the Inflation Fund values are approved by Cabinet at Quarter 3.

## 16.8. Inchgreen Project (**Green**)

16.8.1 Inverclyde Council's (IC) £10m 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. The Outline Business Case was agreed by Cabinet on the 1 June 2021. Inchgreen FBC was approved by CEG in March 2022. Peel Ports and the Council have entered the Joint Venture company Inchgreen Marine Park has been set up and registered with Companies House. Positive discussions continue with three potential end users for the project. Dredging and works of the quay wall and harbour mouth are complete. A change control request was approved at by Cabinet to release funding to allow the purchase of AP Jess site. This improves the marketability of the site. CCR 240110\_IC\_0012 restated construction end date from December 2023 to 29 February 2024 (+2 months). The site is now operational with quay wall being used commercially and there is a lot of commercial interest in the site. As a result of the approval of the reallocation of Glasgow Airport Access Project funds, Inverclyde Council has received approval to develop a New Local Project at Inchgreen. Timescales for the development of the business case for Inchgreen Phase 2 subproject will be provided in Q1 25/26 returns. **Inverclyde Council (IC) has agreed a route to acquisition for the diocese land on the opposite side of the A8 which will support with the aims this project and attracting business to Inchgreen.**

## 16.9. Ocean Terminal (Green)

16.9.1 Inverclyde Council's £14m (£20m including additional member and external contributions) City Deal funded Ocean Terminal Project provides 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 (GOT) delivering £26 million in annual visitor and crew spend to the Scottish economy.

16.9.2 The marine works were completed in September 2020. The first cruise passengers started utilising the building and Scotts Greenock opened in June 2023 with the formal opening of the building took place on 25 August 2023. The cost of the land works increased by £400,000 due to the prolongation of the works. The George Wylie Foundation opened in April 2024. All areas of the building have now opened. The ongoing work is fixing any snagging in the building and dealing with minor issues. In addition, Peel Ports has officially unveiled their new 'ship to shore' cranes, an investment of £25m in the Port of Greenock which builds upon the Ocean Terminal investment and is linked to the ability to increase the capacity of the Port through the relocation Cruise Ships to Ocean Terminal. ***A new cruise lease has been completed for GOT to allow use all year round which will bring 400k passengers to the terminal and GCR.***

## 16.10. Inverkip Project (Green)

Inverclyde Council's £4m 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 project will facilitate a 650 mixed-use housing development on the former Inverkip Power Station site. Scottish Power have now committed to the project and developing the site by 2041; planning permission in principle was granted in January 2022; The Council is working with Balfour Beatty to do this. The OBC was submitted and approved by Cabinet in November 2023. The Council has worked with Balfour Beatty to finalise the design for the junctions, with changes being made to the Brueacre junction, moving from a signalised roundabout to a T junction, agreed in consultation with Transport Scotland. The FBC and associated Change Control Request was submitted to the GCR in September. FBC was approved by Inverclyde Council's Environment and Regeneration Committee on the 29 August and was then submitted to GCR PMO, along with a Change Control 240919\_IC\_013 in September. The FBC was approved on 4 December 2024 by Delegated Authority and the Change Control was approved at Cabinet on 5 November 2024. ***Construction started in March 2025 and traffic management on the A78 was in place from the end of March.***

## 16.11. A8/M8 Corridor Access Improvement Project (Green)

16.11.1 North Lanarkshire Council's (NLC) £7m City Deal funded A8/M8 Corridor Access Improvements Project will deliver components aiming to enhance connectivity and improve employment and business access to key strategic employment sites from Newhouse to Bargeddie. A8/M8 Corridor Access Improvements OBC (including Orchard Farm Roundabout and Eurocentral Strategic Active Travel) has been approved on 30 August 2022 Cabinet.

16.11.2 This project consists of two sub-projects:

- Orchard Farm (OF) Roundabout - the City Deal element of the project provides a £2.1m funding 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 and the delivery of agreed outputs and defined benefits. A steering group has been established including the developer, (PD Stirling), NLC and Scottish Enterprise to examine the wider case for intervention and to address the funding gap around the wider infrastructure for MIRP. The New Orchard Farm junction will provide safe and efficient access for commercial operators to the A8 at these sites and for residents and others to access employment. The junction/roundabout has secured planning approval in January 2020, Matters Specified in Conditions (MSC) MSC 1 and 2 have been approved for the freight terminal and logistics park. ***An update by the MIRP's consultants was provided in March 25, with in principle agreement with the landowner to the north, required to implement the new roundabout alignment, in place and Heads of Terms nearing conclusion. This provides comfort on the deliverability of the scheme. The programme for delivery aligns with current reporting milestones.*** A benefits realisation profile change control ***has been submitted*** as part of Q4 reporting to reflect the update from MIRP Partnership on the delivery



programme for the roundabout. **CCR 250404\_NLC\_054 has been submitted for approval to remove 0.45km of New Road from the project's reported scope as City Deal funds will focus solely on the roundabout construction.** Progress has been made over the quarter by **continuing the dialogue with MIRP partnership and their consultants. Action will focus on the following in Q1 25/26: continue dialogue with the MIRP partnership group on progress with approvals for the revised design solution and land acquisition; obtaining further certainty on programme for procurement and construction start/end; obtaining updates on investment opportunities and funding for site infrastructure within MIRP and updated development projections. The Detailed Design and Contract Document Preparation stages of the project are in progress, being led and delivered by the private sector partnership.** The project milestones of August 2026 for Full Business Case approval; October 2026 for Construction Start and October 2027 for Construction End remain current. Construction of the roundabout will unlock access to the MIRP to the south of the A8 from the strategic road network and improve access to designated commercial development sites to the north of the A8. It is therefore recognised by the key stakeholders as vital to securing commercial development interest and associated growth potential in these sites.

- **Eurocentral Access Infrastructure** – this comprises 10km of new Active Travel routes that connect local communities with key employment destinations across the A8/M8 corridor such as Maxim, Eurocentral and Newhouse. Importantly, the routes create links from Whifflet Train Station and Bellshill Train Station through local communities to the investment corridor. It is now planned that the project will be designed and delivered in three phases, over 2023/24 to 2026/27 (instead of 2025/26) financial years, with March 2027 (instead of December 2025, then mid 2026) (+15 months) the target completion date for all works. **CCR 250404\_NLC\_053 has been submitted to postpone the Construction Start by 7 months, with new target date for Full Business Case approval being November 2025 (previously May 2025, +6 months) and Construction Start of January 2026 (previously July 2025).** As the Phase 3 options appraisal and concept design aspects of the current consultancy commission is running ahead of the anticipated programme, the Construction End target date remains as March 2027. **Progress in Q4 focused on: Progression of consultancy commission for detailed design and tender preparation for Phases 1 and 2 and options appraisal/concept design for phase 3, with a focus on stakeholder engagement towards fixing design solutions and preferred options. Completion of topographical survey information. Action will focus on the following in Q1 25/26: Selection of preferred option for phase 3 and progression of concept design; progression of finalised designs for Phases 1 and 2 and commencement of tender package; progression of negotiations with landowners for land required for construction of Phase 1.**

## **16.12. Gartcosh/Glenboig Community Growth Area Project (Complete)**

- 16.12.1 North Lanarkshire Council's £6m 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. Ecological monitoring of mitigation measures (5 years monitoring) for the new link road continues and the wider benefits of the investment monitored and reported accordingly in line with the benefit realisation plan. This is now in year 5 within final monitoring undertaken in Autumn 2023. Delivery of indirect benefits is dependent on the wider planning process for Glenboig/Gartcosh CGA and future marketing and development of Gartcosh Business Park by Scottish Enterprise. Progress in Q4 has focused on ongoing benefits monitoring; no further progress has been made over the quarter on discussions with NLC Greenspace Development and consultants Froglife on any further mitigation ecological action required following conclusion of 5-year monitoring period. Action in Q1 25/26 will therefore focus on progressing these further discussions with NLC Greenspace Development and NatureScot to confirm implementation plan of additional mitigation measures to increase Great Crested Newt usage of wildlife tunnels constructed as part of the project and agree additional monitoring.

## **16.13. Pan Lanarkshire Orbital Transport Corridor Project (Green)**

- 16.13.1 The £264.8m 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. The Corridor project consists of 3 components:

- Ravenscraig Infrastructure Access (RIA)
- East Airdrie Link Road; and
- Motherwell Town Centre Interchange.

16.13.2 The Ravenscraig Infrastructure Access (RIA) seeks to improve, in the south, access from the M74 into Ravenscraig with a new dual carriageway from New Craig Road/Robberhall Road roundabout to the new crossing of the West Coast Main Line and new road crossing of the West Coast Main Line railway (RIA South); and, in the north, access 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 grade crossing at Legbrannock to replace the existing footbridge (instead of a new footbridge at Legbrannock) (RIA North). The RIA OBC was approved by Committee on 27 August and GCRCD Cabinet on 6 October 2020.

- o RIA South includes WCML Crossing (FBC 1), New Dual Carriageway Ravenscraig to Motherwell (FBC 2) and Dualling of Airbles Road and Junction Improvements (FBC 4). The planning application for the New Dual Carriageway Ravenscraig to Motherwell incorporating the WCML Crossing was approved in September 2021 and the FBC for the WCML Crossing was approved on 3 February 2022. The WCML Crossing is now **Complete**.
- o Motherwell To Ravenscraig and Airbles Road Improvements (FBC 2 and 4): **Progress** in Q4 2024/25: demolition contract for Ravenscraig to Motherwell connection completed; **carrying out RAI Value Engineering Review for design, seek cost efficiencies around design and construction and ensure integration to wider road improvements planned by NLC. This covers both the Motherwell to Ravenscraig Road and the Airbles Road Improvements. Action in Q1 25/26 will focus on progressing the Consultancy Services Contract for a Value Engineering and development Phasing programme for FBC 2 and 4; Tender for further detailed design for amendments to the Motherwell to Ravenscraig Road Connection; Scope and programme public utility diversions to enable the main works contract for the Ravenscraig to Motherwell connection; and concluding compensation payments for any land taken under GPO for Ravenscraig to Motherwell connection. In Q4 24/25 CCR 250404 NLC 055 has been submitted delaying FBC approval to August 2026, construction start from October 2026 and construction end to August 2027.**
- o RIA North (Dualling of A723 Ravenscraig to M8 - FBC 3) has been deferred.

16.13.3 The East Airdrie Link Road (Green) 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. Interdependency with the Monklands Replacement Hospital project will require to be accommodated within the project programme moving forward. Liaison continues with NHS Lanarkshire (NHSL) over the alignment of the EALR in relation to the proposed Monklands Replacement Hospital within their preferred site at Wester Moffat. The hospital opening date has been delayed to 2031. This has provided the opportunity to better align the projects, manage risk and maximise opportunities. The focus progress over Q4 2024/25 continued to be on regular meetings and liaison with consultants for the Stage 3; continued development and implementation of land strategy; EIA **scoping report response reviewed; continued site ecological and environmental surveys**; The council will continue to work with NHS Lanarkshire to better align both projects' programmes around planning, funding approvals, project interface and risks; **further** review of project costs; **finalisation of GI Scope and tender documents - tender issued February 2025**; continued stakeholder and landowner engagement; **and design fix 2 is now complete. The focus for Q1 25/26 will be on regular meetings with Stage 3 consultants; awarding the GI tender**; continued development and implementation of land strategy; continue EIA surveys; **continue to work with NHS Lanarkshire to better align both projects programmes around planning, funding approvals, project interface and risks; continued review of project costs; continued development of Design Fix 3; continued stakeholder and landowner engagement; submit Planning Application Notice and carry out Pre Application statutory consultation to support the planning submission; and programme review.**

16.13.4 Motherwell Town Centre Interchange's Scope and Timeline are now **Complete**. This project consists of an upgrading and reconfiguration of the infrastructure around Motherwell train station to improve access and better facilitate intermodal passenger transport. The design was developed in consultation with ScotRail, who were upgrading Motherwell Station, to ensure an integrated design and delivery programme. The Muir Street Interchange works were complete in May 2023 and work on the Motherwell Rail Station (not CD funded) was completed in June 2023. Progress in Q4 focussed on discussions with the contractor towards acceptable defects correction with particular

focus on defects that require to be corrected in order to achieve handover and adoption by NLC Roads Operations; ***External support has been engaged on the assessment of drainage defects to aid progress. The contractor has been given a final opportunity to submit proposals for the outstanding defects. If no acceptable proposals are received, correction by another contractor will be procured with the cost recharged to the contractor.*** Commercial discussions with the contractor on the final account will not be finalised until these proposals have been received, reviewed and outstanding defect correction implemented. There has also been a focus on follow on investment in active travel routes with construction underway on one phase of the Motherwell Station Active Travel Links project; feasibility study/options appraisal ***completed for another section funding bid submitted for another phase directly adjacent to Motherwell Rail Station. Follow on investment in Motherwell town centre is evident, with an occupier secured for a new commercial unit constructed at Motherwell rail station. A large vacant commercial unit in Motherwell town centre is currently being converted for leisure use. Work has commenced on the redevelopment of Motherwell town hall into 20 flatted units by the council's New Supply Team. A further update will be provided in Q1 25/26 reporting on windfall outputs and performance indicators for Motherwell town centre, linked to monitoring activity for the Motherwell town centre action plan.*** Further action in Q1 25/26 will focus on closing out correction of defects with the contractor and commencing commercial discussions on the final account; ***tender action and construction of the next phase of the Motherwell Station Active Travel Links project, subject to securing external funding; and continued monitoring of benefits realisation.***

#### **16.14. Clyde Waterfront and Renfrew Riverside Project (Amber)**

- 16.14.1 Renfrewshire Council's (RC) £91m (£118m including additional member contributions) 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 to the complementary Glasgow Airport Investment Area project.
- 16.14.2 The first operational test of the bridge was carried out in July by the project contractor and commissioning works are continuing ahead of the official opening now anticipated to take place in May 2025 (previously February 2025). ***On-site completion expected mid-April. The project team are continuing to progress discharge of the outstanding planning conditions with the relevant authorities. Bridge Board quarterly meetings ongoing with external stakeholders including emergency services. Date and arrangements for formal opening event being planned. In Q4 24/25 CCR 250404\_RC\_014 has been submitted for approval to restate construction end as 18 April 2025.***
- 16.14.3 The bridge operations team are in place, and undergoing training, to ensure the effective operation and maintenance of the bridge.

#### **16.15. Glasgow Airport Investment Area Project (Green)**

- 16.15.1 Renfrewshire Council's (RC) £39m (£48m including additional member and external contributions) 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.
- 16.15.2 The NEC Project Manager (SWECO) certified Completion on 14th October 2022 and the contractual 5-year defects and landscape maintenance period commenced from this date. Routine Landscape maintenance ongoing. SWECO is managing outstanding defects rectification in line with contractual agreements and the GAIA Contractor is currently working through rectification of all identified issues. Work continues on this with a view to close project and a recent detailed programme for rectification of all defects provided by the Contractor, particularly for the foul main system with a view to progressing a future vesting application A significant number of defects are now rectified and defect completion is programmed for March 2025. Water main defect rectification options are being developed by Scottish Water. SWECO previously reviewed and provided comments on As Built Provisions, Scheme Manuals, Drawing Packages and Health & Safety file, with all now accepted.

16.15.3 The utilities and communications benefits as detailed in the FBC have now been delivered.

#### 16.16. Cathkin Relief Road (Green)

16.16.1 South Lanarkshire Council's (SLC) £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 into existing cycle routes in the area. Wider infrastructure improvements to lock in the benefits have been completed. Road opened to the public in February 2017. Noise Assessment Report was concluded. Remaining matters are related to Part 1 (detriment to property) and Part 2 (Noise Insulation (Scotland) Regs) claims. Property inspections and offers have been made to 29 eligible properties for the Part 2 claims. Part 2 claims have now been completed. Part 1 claims also continue to be progressed / settled. Part 1 claims had a total of 148 claims. There are 5 outstanding claims that will be assessed and once the claim value is agreed, will be issued for processing and payment. The settling of all Part 1 and Part 2 claims is expected to be around £1m. The project now substantially complete although they are some minor complementary works required which will commence on completion of the compensation claims. Remaining matters related to Part 1 (Property) and the minor complementary works. Discussions continue with the claim management company but progress is reliant on agreements being reached.

#### 16.17. Greenhills Road Project (Green)

16.17.1 South Lanarkshire Council's (SLC) £32m (£36m including Additional Member and External Contributions) 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 by the addition of 2.75km of new road. The works involve the realignment of existing roads, 3 upgraded junctions, a new 3.2km of walkways, 3.2km of cycling infrastructure 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 road was opened fully to traffic on 28 June 2022. The remaining minor works and defects have now been completed ***The Completion Certificate has been issued and full financial settlement has been reached with contractor.***

#### 16.18. Stewartfield Way and East Kilbride Town Centre Project (Green)

16.18.1 The project includes two key elements:

- Stewartfield Way (£30m) - Continuation of proposals to improve transport network capacity at the eastern end of the route (Kingsgate) and the western end of Stewartfield Way (Philipshill). These transportation related improvements would assist in accelerating and encouraging future economic growth across the north of East Kilbride arising from potential developments, including at Kingsgate and Playsport and assist in improving access to the relocated Hairmyres Station / strategic regional park and ride interchange. The OBC was approved by Cabinet on 5 November 2024. ***A full detailed programme will be made available in the 2025/26 Q1 status report. This will include other and future milestones such as Retail Park discussions; Planning Permission approval; Consultation Events / Dates; Procurement of project and any associated sub-projects.***
- East Kilbride Town Centre £32.2m (£50.3m including Additional Member and External Contributions) – Significant investment in the town centre will be required to respond to the radical changes in retail habits, the change in ownerships and control of different parts of the town centre. The project seeks to support this with enabling works at the Centre West mall including site enabling, demolition, infrastructure and utility works to support future alternative development proposals contained in the masterplan proposals that were subject of a recent public consultation. The development of a 'Civic Hub' Council facility (incorporating community facilities) will also be progressed. The OBC for the East Kilbride Town Centre Redevelopment Project was approved at the February 2025 Cabinet. ***The project design is ongoing. Project budget and programme is being developed with sub-projects to be determined and budget allocated to each sub-project as they are developed to FBC stage. Community benefits for this project will be developed as the project scope and content is developed. Main issues currently relate to transfer of***



***ownership of the existing Centre West shopping mall which is linked to the ongoing sale of the town centre via the administrators.***

## **16.19. Community Growth Areas (Green)**

16.19.1 South Lanarkshire Council's (SLC) £59m (£117m including additional member and external contributions) 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 7,000 units. The projects aim to deliver new education/community facilities, road improvements, junctions, park and ride facilities and sustainable transport routes (walking and cycling). All OBC have now been augmented submitted and approved (Newton GCA – August 2018, Hamilton GCA - August 2018; Larkhall GCA - August 2019, East Kilbride GCA - August 2018) Covid-19 restrictions have impacted upon several CGA subprojects. All remaining FBCs are potentially subject to delays in relation to COVID 19. Issues previously highlighted in the SLC Covid Recovery Plan.

- 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 (Complete) 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 Highstonehall road element is the 2nd phase of FBC enabling works at the Hamilton Community Growth Area (CGA), and accounts for £1.75m of the whole CGA project proposal. The project has provided access to the CGA and supporting the development of 213 new private houses and 48 social houses for rent to date within the western edge of Hamilton which are now being populated. Post COVID 19 housing build numbers are returning to previous norm and to date **1,044 (and additional 33 housing from previous period)** New residential Units have been reported as built for the Hamilton CGA.
  - The Strathaven Rd/ Woodfoot Rd Transport Corridor (Complete) sub-project is currently fully operational providing access for an estimated 362 new housing units within the CGA to transport hubs in the centre of Hamilton and links to Glasgow and beyond. Risk register closed as project complete.
  - The Woodhead Primary School Extension (Complete) sub-project is providing local education facilities within walking distance of the CGA. The project is fully complete and operational. It has been estimated that the school would help to secure 340 new houses over the lifetime of the project. Post COVID house building has substantially returned to previous numbers on this site.
  - Hamilton Road Junctions Improvement (FBC 4,5 and 6) (Green) subprojects are the second of a series of junction improvements to facilitate the increased traffic and reduce congestion whilst adding additional green transport amenities. The scheme will provide access from the CGA sites to the Transport Hubs in the centre of Hamilton with its links to Glasgow and beyond. Both sub-projects deliver vital components of the Hamilton CGA project and are a key enabling feature required to help the development of a new residential community on the western edge of Hamilton. Both sub-projects account for £3.175m of the whole CGA project proposal.  
This contract adds £1.75m to the overall project budget. FBC approval has been granted with October 2024 (instead of late August/September). A CCR was approved in Q3 24/25 delaying the construction start from October 2024 to January 2025 (+3months) and construction end delayed from July 2025 to November 2025. (+4months).
  - ***The Calderside Academy subproject has missed its FBC submission date of March 2025. A Change Control Request is to be submitted for June 2025 CEG.***
- Larkhall CGA – the following 3 projects have been completed:
  - Glengowan Primary School Extension (Complete) - construction phase commenced in October 2021. The project construction contract was awarded and the contractor (Galiford Try) completed the project in July 2022.
  - The Larkhall Nursery Extension (Complete) - the community benefits being realised from this project will be reported in the Glengowan PS Extension PSR.
  - The Lanark Road M74 Signalisation (Complete) project covers off site roadworks at the junction of the M74 and the A72 which requires to be upgraded with the installation of traffic signals and alterations to the junction layout. These works are required to minimise queuing

and associated congestion which generates higher levels of carbon emissions and poor air quality. The road junction has been opened to the public and the project is now complete.

- ***The Holy Cross High Extension, Merryton roundabout and link road, M74 Works and Community Facilities subprojects have missed their FBC submission dates. A Change Control Request is to be submitted for June 2025 CEG.***
- Newton CGA - includes five sub-projects, three of which have been completed to date. The interventions are 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 (**Complete**) was completed and opened on time (August 2017) 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. 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 (**Complete**) involved the creation of an additional 155 car parking spaces at Newton Rail Station. This project was completed in 2017 on budget and was running at an average of over 90% occupancy prior to lockdown. It has proven very popular with residents out with Newton CGA.
  - Westburn Roundabout (**Complete**) sub-project was completed and opened in September 2019, despite delays caused by Scottish Power, 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 associated with utilities are significantly higher than estimated and steps are being taken to recover these from SPEN. Post COVID-19 House building has commenced and numbers now returning to pre pandemic levels and 1, **180** New Residential Units have been reported as having been built to date.
  - ***The Sustainable Transport Intervention and Uddingston Grammar School subprojects have missed their FBC submission date of March 2025. A Change Control Request is to be submitted for June 2025 CEG.***
  - East Kilbride CGA – improvements to social and physical infrastructure to accommodate the increase in the number of residents (i.e. capacity in education and roads). The project consists of three sub-projects: Jackton Primary School, Our Lady of Lourdes Primary School and Park and Ride Facility – Hairmyres, of which 2 are reported complete.
    - Jackton Primary School (**Complete**) - involves the creation of a new 18 classroom school with associated accommodation including a synthetic pitch and separate toilet block. Contractor commenced work on site in March 2022. School opening took place in August 2023 (12-month delay from original OBC date).
    - Our Lady of Lourdes Primary School Extension (**Complete**) – A CCR has been approved by City Region Cabinet introducing this £4.754m project into the EKCGA programme. Subsequently, total costs for the project (Phase 1 and Phase 2) increased to £6.6m. City Deal will contribute £1m to the project costs with that expenditure linked to the construction of an extension to the existing school property. A CCR was approved for this request in April 2023. Funds for this will come from the existing budgets via reprofiling of existing works. Construction started November 2023 and was completed July 2024, ready for the new term beginning on 14 August 2024.
    - Hairmyres Park and Ride (**Green**) - The proposed park and ride site at Hairmyres Rail Station, in conjunction with the proposed relocated rail station located approximately 650 meters west of the existing station, involves the creation of a number of standard and disable parking bays, provision of an EV community charging hub as well as two new signal-controlled junctions on Redwood Drive and a designated bus loop. It will be a significant addition to East Kilbride's transportation infrastructure and a sustainable solution that will help manage traffic congestion, enhance public transportation options, promote environmentally friendly commuting, and ensure accessibility for all members of the community. The FBC was approved by Delegated Authority on 4 September 2024. The project has been tendered, a contractor selected, is on site and will complete in July 2025. Construction started on 1 October 2024 following all necessary approvals being in place.

16.19.2 ***Following a review of SLC CGA's Secondary School projects and the undertaking of further assessments on the impact the new housing associated with the CGA's is having at Newton***

**CGA, Hamilton CGA, Larkhall CGA and East Kilbride CGA secondary school capacity, a CCR will be prepared and submitted for the June 2025 CEG noting a revised timeframe for the remaining design and procurement activity for these projects.**

- 16.19.3 ***In addition to this, the budget allocations for each CGA secondary school project are being reviewed along with the latest information on current secondary school capacity. The OBC Economic Case for these CGA's will be reviewed and updated as part of this current project activity.***

#### **16.20. Exxon Site Development Project (Green)**

- 16.20.1 West Dunbartonshire Council's £28m (currently £44m including additional member contributions, however, a current CCN has increased this to £47m ) 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 deck replacement of the railway overbridge at the eastern access to the site; 2ha of public realm created and a further 27ha of public realm enhanced (which is part of the planning condition but out with the City Deal scope); 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 floor space, 9,900sqm of industrial floor space, and 7,860sqm of business floor space.
- 16.20.2 The Western Underpass Design Development contract with Network Rail was signed November 2022. The detailed design was completed in June 2023 and consulted with the Council. The delivery contract for the Western Underpass ***between Network Rail and West Dunbartonshire Council was signed on 13 March 2025.***
- 16.20.3 The FBC was approved by City Region on the 8 August 2023. Planning Committee approved the Exxon AMSC conditions on 17 January 2024. The Construction delivery contract with Balfour Beatty was signed in early December 2024. Construction began on 27 January 2025.
- 16.20.4 The Exxon site remediation and demobilisation is now completed, the Completion Report submitted, and the land transfer from Esso is now complete as of 10 January 2025. This is a major milestone for the project and allows greater certainty on programme going forward. There is only one other 3rd Party land transfer is outstanding. The negotiation is in the final stage by our Asset Management Team. Agreements in principle are being drawn up with the majority of 3rd party landowners. The Final Remediation Report was submitted to regulators ***on 10 March*** (after the 6th month post remediation monitoring process which h is ongoing since September 2024) ***and the review of this document is ongoing.***
- 16.20.5 At end of September 2024 Balfour Beatty carried out a cost review and highlighted that the project cost increased to £50.2m. This prompted the Council to review all possible options to reduce cost. The estimated cost for the chosen Option B2 is £46.93m. Despite the scope reduction, the overall budget is increased by £0.8m, which will be funded by the Council.
- 16.20.6 WDC is exploring funding opportunities for the wider Exxon project aspirations, to create a Community Parkland at Bowling and is preparing submission for landscaping and footpath development of the site. The 1<sup>st</sup> stage of Vacant and Derelict Land Investment Programme (2024/25 investment period) duly submitted 1st cycle funding application in June 2023, which was successful. The procurement for the landscape design is completed and the contract awarded. The 2<sup>nd</sup> round of funding application was submitted November 2023, however WDC received confirmation that due to financial difficulties no new VDLIP projects will be offered funding from the 4th application round in 2024/25. The Regeneration Capital Grant Fund for 2025/26 has been set at an indicative allocation of £50 million, subject to approval by the Scottish Parliament. The RCGF and low carbon Vacant and Derelict Land Investment Programme projects will be revisited, and WDC ***was*** invited to Stage 2 ***however at the end of February 2025, the Council's Exxon Project Board has agreed to withdraw the application from the Vacant and Derelict land funding stream for 2025/26 due to the complexity of the land remediation and associated planning conditions which would cause delays to the delivery programme for the Community Parkland, and therefore the Council could not commit to the completion of the delivery for March 2026. The Council is***

***committed to progressing this project and will apply for future funding rounds of the Vacant and Derelict Land Investment Programme, when become available.***

- 16.20.7 ***Also the Western Underpass under the Dumbarton Railway, the Eastern Overbridge Deck Replacement and the Western Dumbuck Junction Overbridge Structure 01 and Structure 02 (at the western access to the site), design is now complete and approved by the relevant authorities.***
- 16.20.8 The project is to be completed by October 2027 instead of late spring/early summer 2026. This is a variation to the FBC approved Construction End date (December 2025). A further Change Control Request was approved at February 2025 Cabinet.
- 16.21. **Clyde Metro (Case for Investment) (Green)**
- 16.21.1 Clyde Metro aims to provide transformational change for the Glasgow City Region, providing opportunity for all through sustainable, transport led, investment. Fundamental to the programme will be integration to achieve, placemaking, regeneration and densification and enable a healthier and fairer and more prosperous City Region. Investment today will connect more people with opportunity, welcome visitors, and investors, reduce carbon emissions, and provide the platform for the Glasgow City Region to fulfil its potential as the economic powerhouse for all of Scotland.
- 16.21.2 Clyde Metro was a key recommendation from Transport Scotland's national Strategic Transport Projects Review 2 (STPR2 / December 2022) and is included in the National Planning Framework 4 (published Feb 2023). SPT were confirmed in Nov 2023 as the lead and procuring organisation, working in partnership with Glasgow City Council and Transport Scotland (in a project assurance role) for the Case for Investment deliverables which will include a network of route options to improve connectivity to key sites across the Region, including Glasgow Airport. The scope of the Glasgow City Region City Deal Airport Access Programme has been incorporated within the wider development of a Clyde Metro network and delivery phasing options. Funding (£12.155m) was allocated to Glasgow City Council by Glasgow City Region City Deal in December 2023 and was approved by Glasgow City Council City Administration Committee in March 2024 to enter into agreements with SPT (worth up to £6.5m) to progress the Case for Investment towards key gateway decisions. The remaining funding of £5.655m supports the regional resource input to the Clyde Metro project team. Reporting and monitoring of this spend/activity will continue through GCR structures with the programme decision making aligned to the Clyde Metro governance arrangements.
- 16.21.3 Funding Arrangements / Agreements. A formal Part 1 Grant Agreement between GCC and SPT for funding up to £600,000 has been agreed and signed. A Memorandum of Understanding (MOU) for the wider requirements for CFI stage 2 has been drafted and is under review which will set out the partners roles, remits, governance arrangements and any related agreements necessary for the future development of the programme. The Part 1 Grant Agreement will be referenced within the MOU and extended to account for the full £6.5m allocated to SPT.
- 16.21.4 The Case for Investment (CFI) programme, aims to deliver its outputs across 4 stages:
1. CFI Stage 1A – Case for Change & Initial Option Development
  2. CFI Stage 1B – Client Advisory Services
  3. Clyde Metro Framework
  4. CFI Stage 2 – Programme Business Case
- 16.21.5 Stage 1A – Case for Change & Initial Options Generation and Development. Mott McDonald were appointed in March 2024 to support this stage. This output outlines the challenges and opportunities available to deliver better economic, environmental and social outcomes in the future and how transformational changes such as connectivity and land use will address the current challenges and unlock opportunities for the future. Initial option generation/development is being undertaken reviewing STPR2 outputs along with subsequent Clyde Metro work. It will develop and assess a set of network options to address issues across the Region. Work is 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 then be taken forward for development, assessment and appraisal in subsequent stages of the CFI to set out the Programme Business Case, with a view to identifying the optimum network for delivery. ***CFI Stage 1 concluded in March 2025.*** The Case for Change, Network Options, Vision, Objectives and Outcomes formed part of a successful stakeholder engagement exercise in January and February 2025. A Clyde Metro Briefing Note was produced to support wider understanding of the programme and has been circulated prior to these sessions.



- 16.21.6 A Clyde Metro Framework has been developed with Lots tailored to the anticipated project requirements. The Framework was approved by SPT's Partnership Board in June 2024. Forty-three organizations across eight defined lots were appointed to the framework. It will be used to deliver the CFI Stage 2 Programme Business Case.
- 16.21.7 CFI Stage 1B – Client Advisory Services. Turner and Townsend were appointed in May 2024 as Client Advisors during CFI stage 1 and will provide programme set-up and support arrangements in line with best practice and experiences from other mass transit schemes. The key outputs include programme mobilisation and development advice on the optimal integration between transport and transformation workstreams including an effective programme operating and resourcing model, communications and advocacy strategy and programme assurance strategy. A Memorandum of Understanding, Programme Mandate and Grant Agreement are under review to form a robust suite of documents to bolster the governance arrangements already in place. The work of Turner and Townsend will further appraise the assurance framework required, peer review group and operating model required to support the CFI over the next 2 years. The intention is to circulate these draft documents via the Senior Officers Group in 2025 to ensure all member authorities' awareness and support.
- 16.21.8 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. A strategic programme review completed by SPT concluded a revised timeline and programme capacity to deliver the CFI outputs by early 2027. This was agreed by the Programme Steering Group on 26 August 2024 with no change to CFI scope outputs and current budget provision.
- 16.21.9 A Communications and Advocacy strategy is being developed as part of the Stage 1B commission. This will provide the framework for the delivery of discrete stakeholder engagement and consultation activity required through the CFI development stage. In parallel, a formal stakeholder engagement on stage 1A outputs took place in January/February 2025. The formal stakeholder engagement period is now complete with feedback being used to inform CFI Stage 2.
- 16.21.10 Branding and Marketing. A dedicated microsite hosted by SPT is now live at [www.spt.co.uk/clydemetro](http://www.spt.co.uk/clydemetro). All relevant content will be housed on this site and will be continually updated as the project develops. Interested parties **will** be directed to the site as the primary source of official information on the Clyde Metro project. Glasgow City Council continues to host the Clyde Metro web pages at <https://www.glasgow.gov.uk/metro> for all related content and email address to get in contact if required.
- 16.21.1 A progress update **was** planned to the GCR Chief Executives Group and Cabinet in March/April 2025. This will set out an end of Stage 1a Progress Report and provide the detailed plan, milestones and timelines for CFI Stage 2 development. Thereafter it is proposed that there will be an opportunity for each local authority to provide a formal update to their relevant committees between April and June 2025. SPT will also continue to keep its Partnership Board updated on progress at similar timelines.
- 16.21.2 Procurement Activity is underway for the commissions to support the Stage 2 Programme Workstreams. Stage 2 is expected to commence in spring 2025. ***The work on the Case for Investment for Clyde Metro, led by SPT is now entering the next phase of planning. The completion of Stage 1 which provided the case for change and emerging network options, has been followed by SPT appointing a range of consultants, to support the joint project team of GCC and SPT develop the outputs needed for the programme level business case. Client advisory support from Stage 1, highlighted the opportunity to support programme approval and funding processes with additional levels of client assurance and advocacy provided through independent external expertise. This area is currently under consideration, with initial dialogue with the original Connectivity Commission to explore what role they could play to support this crucial next stage.***
- 16.22. **Enabling Commercial Space (ECS) (Green)**
- 16.22.1 The Strategic/Outline Programme Business Case for the Enabling Commercial Space Project was approved by the CAB on 25 February 2025. The project includes three main types of interventions:
- Enabling activity – Investment in infrastructure or platforms that facilitate private sector development of commercial floorspace through follow-on investment;
  - Refurbishment of Existing Buildings – Enhancing the quality, energy efficiency, and lifespan of existing commercial premises; and

- New Build Construction – Development of entirely new commercial or industrial premises.
- 16.22.2 The selection of shortlisted projects will be carried out by each Member Authority (MA) through a self-assessment process. Ryden Consultants will support the GCR PMO in evaluating each MA's project self-assessment.
- 16.22.3 The GCR PMO will update the Strategic/Outline Business Case accordingly as MAs finalise their selections and submit completed self-assessments to the Director of Regional Economic Growth for approval to proceed to Full Business Case (FBC) on behalf of the Cabinet.
- 16.22.4 The Strategic/Outline Business Case will be a dynamic document, developed by the PMO and overseen by a Working Group of MA representatives. Any updates, including approved FBCs, will be reported through the established City Deal reporting processes to the Chief Executives' Group and Cabinet.
- 16.22.5 ***In Q4 24/25, MAs submitted a PSR for their upcoming Enabling Commercial Space projects, providing the detail they currently know at this early stage of their projects.***

## 17. ANNUAL IMPLEMENTATION PLAN UPDATE

### 17.1. GRCD Annual Implementation Plan Status

- 17.1.1 The Annual Implementation Plan for 2024/25 is attached at Appendix 10b sets out all of the activities which will be completed by the Programme Management Office and the Support Groups throughout 2024/25 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 10b with updates for the period marked in ***bold italic*** font.

SUMMARY	City Deal Actions	
<b>Red</b>	0	(0%)
<b>Amber</b>	0	(0%)
<b>Green</b>	27	(84%)
<b>Complete</b>	5	(16%)
<b>Superseded</b>	0	(0%)
<b>Future</b>	0	(0%)
	32	

## Appendix 1: PROJECT STATUS UPDATES (RAG STATUS DEFINITIONS IN ENDNOTES)

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.

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction
<b>INFRASTRUCTURE PROGRAMME</b>											
<b>East Dunbartonshire Council in partnership with Strathclyde Partnership for Transport and Glasgow City Council</b>											
1. Place and Growth Programme			C	n/a		G	G	G	F	<i>various</i>	<i>various</i>
	Bishopbriggs Relief Road/Westerhill Masterplan - BRR5/ Westerhill		C	n/a	F	G	G	G	F	Nov 2025	Dec 2026
	<b>A803 Sustainable Travel Corridor</b>		D	n/a	D	n/a	n/a	n/a	n/a	<i>no date</i>	<i>no date</i>
	Bishopbriggs Town Centre Regeneration – Public Realm		C	n/a	F	G	G	G	F	Aug 2025	Dec 2026
<b>East Renfrewshire Council</b>											
2. M77 Strategic Corridor				n/a		G	G	G	G	<i>various</i>	<i>various</i>
	Levern Works			C	C	C	C	C	C	Aug 2015	Aug 2016
	Business Boost			C	C	C	C	C	C	Nov 2017	Mar 2019
	Aurs Road Realignment			C	C	G	G	G	G	Oct 2023	<b>Mar 2026</b>
	Balgraystone Road			C	C	C	C	G	C	Mar 2019	Apr 2020
	New Railway Station and allied works			C	C	G	G	G	G	Sep 2024	<b>Oct 2026</b>
	Levern Valley Link			D	D	n/a	n/a	n/a	n/a	n/a	n/a
	Balgray Visitor Facilities			C	F	G	G	G	G	<b>Dec 2025</b>	<b>Dec 2026</b>
<b>Glasgow City Council</b>											
3. Canal and North Gateway						G	G	G	G	<i>various</i>	<i>various</i>
	FBC1: Sighthill: Remediation (Contract 1)				C	C	C	C	C	Dec 2015	Nov 2017
	FBC 2: Sighthill Remediation (Contract 2)				C	C	C	C	G	Oct 2016	Apr 2023
	FBC 3: Sighthill: Cowlares Bridge; Port Dundas; and 100 Acre Hill				C	C	C	C	A	Mar 2018	Jul 2019
	FBC4: NGI/WMS - Smart Canal				C	C	C	C	A	Mar 2018	Jun 2019
	NGI/WMS: Cowlares Link				D	n/a	n/a	n/a	n/a	n/a	n/a
	FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Landscape Link				C	C	C	C	A	May 2019	Feb 2022
	FBC 7: Sighthill M8 Pedestrian Bridge				C	C	C	C	A	Jan 2020	Jul 2022
	FBC 6: Speirs Lock: Garscube Toll & Links				C	C	C	C	A	Nov 2019	Feb 2022
	Port Dundas: Dobbies Loan				F	G	G	G	G	Dec 2025	Nov 2026
	Port Dundas: Pinkston Access and Remediation				F	G	G	G	G	Dec 2026	Aug 2027
	Cowlares: Remediation & Servicing				D	n/a	n/a	n/a	n/a	n/a	n/a
4. Collegelands Calton Barras						G	G	G	G	<i>various</i>	<i>various</i>
	High Street Public Realm and Connectivity				F	G	G	G	G	Jun 2026	Sep 2027
	FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)				C	G	A	G	G	Jan 2025	<b>Nov 2024</b>
	FBC 2: Meat Market Site Remediation				C	C	C	C	A	Jun 2019	<b>Aug 2020</b>
	FBC5: Meatmarket Public Realm and Listed Structures				C	G	G	G	G	Nov 2024	Nov 2026
	FBC 3: Calton Barras Action Plan – Junction Improvements				C	C	C	C	A	Jun 2019	Apr 2020
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1				C	C	C	C	A	May 2017	Jul 2018
5. City Centre Enabling Infrastructure Integrated Public Realm						G	G	G	G	<i>various</i>	<i>various</i>
	FBC1: Sauchiehall Street Avenue				C	C	C	C	A	Dec 2017	<b>May 2019</b>
	FBC5: Block A - Argyle St West (M8 Kingston Bridge – Union Street)				C	G	G	G	G	Feb 2024	Oct 2025
	Block A - Argyle St East (Union Street to Glasgow Cross)				F	G	G	G	G	Aug 2025	Oct 2027
	<b>Block A - St Enoch's Square - Dixon Street</b>				D	n/a	n/a	n/a	n/a	<i>n/a</i>	<i>n/a</i>
	<b>Block A - Bath Street East-Cathedral Street</b>				D	n/a	n/a	n/a	n/a	<i>n/a</i>	<i>n/a</i>
	Block A - Kyle Street - North Hanover Street				C	G	G	G	G	Mar 2025	<b>Dec 2026</b>
	<b>Block A - New City Road (The Underline Phase 2)</b>				D	n/a	n/a	n/a	n/a	<i>n/a</i>	<i>n/a</i>
	Block A - Sauchiehall Street Precinct & The Underline Phase 4 Cambridge Street				C	G	A	G	G	Jun 2023	Aug 2024
	FBC3: Holland Street/Pitt St				C	G	A	G	G	Dec 2022	Jul 2024

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction
Glassford St element deferred.	<b>Block B - Elmbank Street &amp; Elmbank Crescent</b>				D	n/a	n/a	n/a	n/a	n/a	n/a
	Block B - Stockwell Street				F	G	A	G	G	Feb 2025	Aug 2026
	Block B - Broomielaw/Clyde Street				F	G	G	G	G	Nov 2025	Nov 2027
	<b>Block C - Hope Street</b>				D	n/a	n/a	n/a	n/a	n/a	n/a
	<b>Block C - International Financial Services District</b>				D	n/a	n/a	n/a	n/a	n/a	n/a
	<b>Block C - St Vincent Street</b>				D	n/a	n/a	n/a	n/a	n/a	n/a
	<b>Block C - John Street</b>				D	n/a	n/a	n/a	n/a	n/a	n/a
	Block C - George Street Ph. 2 (Montrose Street to High Street)				F	G	G	G	G	Jul 2026	Oct 2028
	FBC2: Intelligent Street Lighting				C	C	C	C	C	Mar 2018	Jun 2019
	Block C - George Square and Surrounding Avenues				C	G	G	G	G	May 2025	Sep 2026
6. Metropolitan Glasgow Strategic Drainage Partnership		C	C	C		G	A	G	G	various	various
	FBC 1: Camlachie Burn				C	C	C	A	A	Mar 2017	Jul 2019
	FBC 2: Cardowan Surface Water Management Plan (SWMP)				C	C	C	C	A	Aug 2018	Dec 2019
	FBC 4: South East Glasgow SWMP				C	C	C	C	A	May 2019	Jan 2021
	FBC 3: Hillington/Cardonald SWMP- Phase 1 (Moss Heights/Halfway Community Park)				C	C	C	C	A	Aug 2018	May 2019
	FBC 7: Hillington/Cardonald SWMP - Ph 2 - Queensland Gardens				C	C	C	C	G	Feb 2023	Jul 2023
	FBC 8: Hillington/Cardonald SWMP - Ph 3: Penilee				C	C	C	C	A	Feb 2022	May 2023
	FBC 5: Garrowhill/Ballieston SWMP				C	C	C	C	A	Aug 2019	Nov 2022
	FBC 6: Drumchapel SWMP				C	C	C	C	A	Jan 2020	Mar 2021
	Cockenzie St SWMP				F	G	G	G	G	Aug 2025	Jul 2026
	Fullerton Avenue SWMP				D	n/a	n/a	n/a	n/a	n/a	n/a
	Eastern Springburn SWMP				F	G	A	A	G	May 2025	Apr 2026
	High Knightswood/Netherton SWMP				F	G	G	G	G	Nov 2025	Oct 2026
7. Clyde Waterfront West End Innovation Quarter		C	C	C		G	G	G	G	various	various
	FBC 7: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm Phase 1				C	A	A	A	A	Oct 2022	Jul 2024
	Develop. Econ. Role of GU - Byres Road Public Realm Phase 2				C	G	G	G	G	Mar 2025	May 2027
	Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge				D	n/a	n/a	n/a	n/a	n/a	n/a
	Develop. Econ. Role of SEC/Pacific Quay-Cessnock Pedestrian Link				D	n/a	n/a	n/a	n/a	n/a	n/a
	<b>Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link</b>				D	n/a	n/a	n/a	n/a	n/a	n/a
	Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge				D	n/a	n/a	n/a	n/a	n/a	n/a
	<b>Investing in the Strategic Road Network to Unlock Development (M8 Jct19)</b>				D	n/a	n/a	n/a	n/a	n/a	n/a
	GRID - Clyde Waterfront Innovation Campus: Site Remediation and Services (*) and Access and Connectivity (#)				F	G	G	G	G	Mar 2026	Sep 2026
	FBC 6 - Developing the Economic Role of QEUH and Adjacencies - Development Deficit Funding 2 / Central Govan Action Plan - CGAP Development Deficit Funding - Commercial Floor space 1 Water Row Grant Award (**))				C	C	C	C	A	Feb 2022	Jun 2024
	Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3 (*)				M	n/a	n/a	n/a	n/a	n/a	n/a
	<b>GRID - Clyde Waterfront Innovation Campus: Access and Connectivity (***) (#)</b>				M	n/a	n/a	n/a	n/a	n/a	n/a
	Developing the Economic Role of Yorkhill Hospital Site				D	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) Improvements (Phase 1 and 2)				C	C	C	C	A	Mar 2018	Dec 2019
	CGAP Development Deficit Funding - Commercial Floorspace 1 - (**)				M	n/a	n/a	n/a	n/a	n/a	n/a
	FBC 2: CGAP Commercial Floorspace Development Deficit Funding				C	C	C	C	A	Jun 2019	Sep 2022

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction
	Commercial Floorspace 2 (Govan Old Parish Church - Lower Ground Floor)										
	Access and Integrity of Waterfront - The Briggait/Lancefield Quay				D	n/a	n/a	n/a	n/a	n/a	n/a
	Access and Integrity of Waterfront - Yorkhill Quay				D	n/a	n/a	n/a	n/a	n/a	n/a
	FBC 8: Access and Integrity of Waterfront - Windmillcroft Quay				D	n/a	n/a	n/a	n/a	n/a	n/a
	Access and Integrity of Waterfront - SEG - Active Travel				D	n/a	n/a	n/a	n/a	n/a	n/a
	Access and Integrity of Waterfront - Custom House Quay and Carlton Place (##)				F	G	G	G	G	Dec 2026	Jan 2029
	Access and Integrity of Waterfront - Carlton Place (##)				M	n/a	n/a	n/a	n/a	n/a	n/a
	FBC 4: Access and Integrity of Waterfront - Tradeston Phase 1				C	C	C	C	G	18/02/2021	Jul 2021
	FBC 4: Access and Integrity of Waterfront - Tradeston FBC addendum									Oct 2022	Oct 2023
	Access and Integrity of Waterfront - Govan Graving Docks				D	n/a	n/a	n/a	n/a	n/a	n/a
	FBC 5: Improving Connectivity between GU and QEUH - Govan-Partick Bridge				C	C	C	G	A	Nov 2021	Sep 2024
	FBC3: Improving Connectivity between GU and QEUH - Active Travel Route (North)				C	C	C	C	A	Oct 2019	Apr 2022
	Improving Connectivity between GU and QEUH - Active Travel Route (South) (***)				M	n/a	n/a	n/a	n/a	n/a	n/a
<b>Inverclyde Council</b>											
8. Inchgreen	Inchgreen Ph. 1	C	C	n/a	C	C	C	G	G	Mar 2022	Mar 2024
	Inchgreen Ph. 2 (New Local Project)			n/a	F	G	G	G	G	TBC	TBC
9. Ocean Terminal	Marine Works	C	C	n/a	C	C	C	G	G	various	various
	Terminal Building				C	C	C	C	A	May 2019	Mar 2020
					n/a	C	C	C	G	Nov 2019	Feb 2023
10. Inverkip		C	C	n/a	C	G	G	G	G	Dec 2024	Dec 2025
<b>North Lanarkshire Council</b>											
11. A8 M8 Corridor Access Improvements	Eurocentral Access Infrastructure (Ph.1 & Ph.2)	C	C	n/a	F	G	G	G	F	various	various
	Orchard Farm Roundabout			n/a	F	G	G	G	F	Nov 2025	Mar 2027
12. Gartcosh/Glenboig Community Growth Area	Glenboig Link Road - FBC 1	C	C	C	C	C	C	C	G	Aug 2026	Oct 2027
	Glenboig Link Road - FBC 2				C	C	C	C	G	various	various
					C	C	C	C	G	Oct 2016	Jun 2018
					C	C	C	C	G	Dec 2016	Jun 2018
13. Pan Lanarkshire Orbital Transport Corridor	RIA South - FBC WCML Crossing (FBC1)		n/a	n/a	G	G	G	G	G	various	various
	RIA South - New Dual Carriageway Rav to Motherwell (FBC2)			n/a	C	C	C	G	G	Feb 2022	Aug 2023
	RIA North - Dualling of A723 Rav to M8 (FBC3)	C	C	n/a	F	G	G	G	F	Sep 2026	Aug 2027
	RIA South - Dualling of Airbles Road and Jnct improvements (FBC4)			n/a	D	n/a	n/a	n/a	n/a	n/a	n/a
	East Airdrie Link Road			n/a	F	G	G	G	F	Dec 2027	Mar 2029
	Motherwell Town Centre Interchange	C	C	C	C	C	C	G	C	Apr 2028	Sep 2030
					C	C	C	G	C	Nov 2021	May 2023
<b>Renfrewshire Council</b>											
14. Clyde Waterfront and Renfrew Riverside (CWRR)		C	C	C	C	G	G	G	F	Feb 2021	Apr 2025
15. Glasgow Airport Investment Area (GAIA)		C	C	C	C	C	C	G	G	Mar 2019	Oct 2022
<b>South Lanarkshire Council</b>											
16. Cathkin Relief Road		C	C	C	C	C	C	G	C	May 2019	Jan 2017
17. Greenhills Road		C	C	C	C	G	G	G	G	Aug 2018	Sep 2023
18. Stewartfield Way/East Kilbride Town Centre	Stewartfield Way Capacity Enhancement	C	C	n/a	F	G	G	G	F	Jun 2026	Oct 2028
	East Kilbride Town Centre	C	C	n/a	F	G	G	G	F	Jun 2026	Oct 2028
19. SLC Community Growth Area		C	C	C		G	G	G	G	Sep 2025	Jul 2028
19a. Community Growth Area (GCA) - Newton	Newton CGA Park and Ride									various	various
	Newton Farm Primary School				C	C	C	C	G	various	various
	Westburn Roundabout				C	C	C	C	G	May 2017	Dec 2017
	Sustainable Transport Intervention				F	A	A	G	F	Feb 2016	Aug 2017
	Uddingston Grammar School				F	G	A	G	F	Nov 2018	Sep 2019
19b. Community Growth Area - Hamilton										May 2025	Jun 2026
	FBC1: Woodhead Primary School Extension		C	C	C	C	C	C	G	May 2025	Jul 2026
					C	C	C	C	G	Aug 2018	Aug 2019

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction
	FBC2: Highstonehall Road Upgrade Works				C	C	C	C	G	Nov 2018	Apr 2019
	FBC3: Woodfoot Road Transport Corridor Improvements				C	C	C	C	G	Apr 2019	Dec 2019
	FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)				C	G	G	G	G	Aug 2024	Nov 2025
	FBC5: Wellhall Road/Hillhouse Road Junction - (****)				D	n/a	n/a	n/a	n/a	n/a	n/a
	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions (****)				D	n/a	n/a	n/a	n/a	n/a	n/a
	FBC7: Calderside Academy				F	A	A	G	G	May 2025	Jul 2026
19c. Community Growth Area - Larkhall										various	various
	Holy Cross High Extension				F	G	A	G	G	May 2025	Jul 2026
	Glengowan Primary School Extension				C	C	C	G	G	Aug 2021	Jun 2022
	Larkhall Nursery Extension		C	C	n/a	n/a	n/a	n/a	G	n/a	n/a
	Merryton Roundabout & Link Road				F	G	A	G	F	Dec 2024	Mar 2026
	A72 Lanark Road / M74 Signalisation				C	C	C	G	G	May 2023	Jun 2024
	M74 Works				F	G	A	G	F	Sep 2024	Oct 2025
	Community Facility				F	G	A	G	F	Sep 2024	Mar 2026
19d. Community Growth Area - East Kilbride										various	various
	Park and Ride Facility - Hairmyres		C	C	C	G	G	G	G	Sep 2024	Jul 2025
	New Primary School (Phase 1) - Jackton				C	C	C	G	G	Feb 2022	Aug 2023
	Our Lady of Lourdes Primary School				C	C	C	G	G	Nov 2023	Aug 2024
<b>West Dunbartonshire Council</b>											
20. Exxon Site Development Project		C	C	C	C	G	G	G	G	Jul 2023	Oct 2027
<b>Regional Projects</b>											
21. Clyde Metro Case for Investment		n/a	n/a	n/a	n/a	G	G	G	F	n/a	various
22. Enabling Commercial Space (ECS)											Dec 2028
ECS: EDC	Westerhill Land Acquisition and Utilities		n/a	n/a	tbc	G	G	G	F	tbc	2028
ECS: ERC	Robertson Street Industrial Units Improvements/Replacement		n/a	n/a	tbc	G	G	G	F	tbc	2029
ECS: ERC	Crossmill Industrial Units		n/a	n/a	tbc	G	G	G	F	tbc	2027
ECS: GCC	TBC		n/a	n/a	tbc	G	A	G	F	tbc	2035
ECS: IC	TBC		n/a	n/a	tbc	G	G	G	F	tbc	2028
ECS: NLC	TBC		n/a	n/a	tbc	G	G	G	F	tbc	2029
ECS: RC	Tech Terrace AMIDS		n/a	n/a	tbc	G	G	G	F	tbc	2027
ECS: SLC	TBC		n/a	n/a	tbc	G	G	G	F	tbc	2030
ECS: WDC	TBC		n/a	n/a	tbc	G	G	G	F	tbc	2026



Appendix 2: PROJECTS MILESTONE DATES

Main Project	Sub Project	SBC Cabinet Approval Date	OBC CEG Approval Date	OBC Cabinet Approval Date	Augmented OBC CEG Approval Date	Augmented OBC Cabinet Approval Date	OBC Cabinet Consolidated (*)	FBC CEG / Del. Auth. Approval Date	FBC Cabinet Approval Date	Papers Submission Deadline	Award of Contract	Approved Construction Start	Approved Construction End
-													
1. Place and Growth Programme		11/02/2020	Nov 2024	Nov 2024	n/a	n/a	01/11/2024	various	various	various	various	various	various
	Bishopbriggs Relief Road/Westerhill Masterplan - BRR5/ Westerhill							06/11/2025	no date	12/09/2025	no date	Dec 2025	Dec 2026
	A803 Sustainable Travel Corridor				-	-	-	no date	no date	no date	no date	no date	no date
	Bishopbriggs Town Centre Regeneration – Public Realm							07/08/2025	no date	13/06/2025	no date	Sep 2025	Dec 2026
2. M77 Strategic Corridor		23/06/2015	05/08/2015	18/08/2015	various	various	various	various	various	various	various	various	various
	Levern Works				31/01/2019	12/02/2019	12/02/2019	18/08/2015	18/08/2015	Sep 2015	Oct 2015	Nov 2015	Aug 2016
	Business Boost				as above	as above	as above	30/11/2017	n/a	Feb 2018	Mar 2018	Mar 2018	Mar 2019
	Aurs Road Realignment				28/03/2019	09/04/2019	09/04/2019	25/10/2023	n/a	15/09/2023	Nov 2023	Dec 2023	Mar 2026
	Balgraystone Road				as above	as above	as above	28/03/2019	n/a	Feb 2019	May 2019	Jun 2019	Apr 2020
	New Railway Station and allied works				27/07/2023	08/08/2023	08/08/2023	05/09/2024	n/a	25/07/2024	Feb 2025	Jul 2025	Oct 2026
	Levern Valley Link				Oct-2023	Oct-2023	Oct-2023	Sep-2024	n/a	Aug-2024	Oct-2024	Nov-2024	Nov-2025
	Balgray Visitor Facilities				24/10/2024	05/11/2024	05/11/2024	18/12/2025	n/a	24/10/2025	Apr 2026	May 2026	Dec 2026
3. Canal and North Gateway		18/08/2015	02/12/2015	15/12/2015	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
	FBC1: Sighthill: Remediation (Contract 1)							15/12/2015	15/12/2015	Nov 2015	Dec 2015	Dec 2015	Nov 2017
	FBC 2: Sighthill Remediation (Contract 2)							18/10/2016	18/10/2016	Sep 2016	Mar 2017	Mar 2017	Apr 2023
	FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill							29/03/2018	10/04/2018	Feb 2018	Apr 2018	Jun 2018	Jul 2019
	FBC4: NGIWMS - Smart Canal							29/03/2018	10/04/2018	Feb 2018	Jun 2018	Jun 2018	Jun 2019
	NGIWMS: Cowlairs Link							11/08/2022	n/a	17/06/2022	Aug-2022	Aug-2022	Aug-2023
	FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Landscape Link							29/05/2019	n/a	Apr 2019	May 2019	Jun 2019	Feb 2022
	FBC 7: Sighthill M8 Pedestrian Bridge							30/01/2020	n/a	13/12/2019	Jan 2020	Mar 2020	Jul 2022
	FBC 6: Speirs Lock: Garscube Toll & Links							28/11/2019	n/a	25/10/2019	Dec 2019	Dec 2019	Feb 2022
	Port Dundas: Dobbies Loan							18/12/2025	n/a	24/10/2025	Feb 2026	Feb 2026	Nov 2026
	Port Dundas: Pinkston Access and Remediation							Dec 2026	n/a	Nov 2025	Feb 2027	Feb 2027	Aug 2027
	Cowlairs: Remediation & Servicing							28/07/2022	n/a	17/06/2023	Aug-2022	Aug-2022	Aug-2023
4. Collegelands Calton Barras		18/08/2015	30/03/2016	12/04/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
	High Street Public Realm and Connectivity							Jun 2026	n/a	May 2026	Aug 2026	Jul 2026	Sep 2027
	FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)							20/08/2024	n/a	26/04/2024	Aug 2024	Jan 2025	Nov 2024
	FBC 2: Meat Market Site Remediation							30/06/2019	n/a	May 2019	Jun 2019	Jun 2019	Aug 2020
	FBC5: Meatmarket Public Realm and Listed Structures							01/11/2024	n/a	Sep 2024	Jan 2025	Feb 2025	Nov 2026
	FBC 3: Calton Barras Action Plan – Junction Improvements							20/06/2019	n/a	01/05/2019	27/06/2019	27/06/2019	18/04/2020
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1							24/05/2017	06/06/2017	Apr 2017	Jan 2018	Jan 2018	Jul 2018
5. City Centre Enabling Infrastructure Integrated Public Realm		18/08/2015	30/11/2016	13/12/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
	FBC1: Sauchiehall Street Avenue							01/12/2017	n/a	Nov 2017	Dec 2017	Jan 2018	May 2019
	FBC5: Block A - Argyle St West (M8 Kingston Bridge – Union Street)							01/02/2024	n/a	22/12/2023	Jan 2024	Mar 2024	Oct 2025
	Block A - Argyle St East (Union Street to-Glasgow Cross)							07/08/2025	n/a	13/06/2025	Oct 2025	Oct 2025	Oct 2027
	Block A – St Enoch’s Square – Dixon Street							27/07/2023	n/a	16/06/2023	Sep-2023	Nov-2023	Jan-2026
	Block A – Bath Street East-Cathedral Street							Jan 2025	n/a	Dec-2024	Feb 2025	Apr 2025	Dec 2026
	Block A - Kyle Street - North Hanover Street							27/03/2025	n/a	31/01/2025	Apr 2025	Jun 2025	Dec 2026
	Block A – New City Road (The Underline Phase 2)							23/09/2021	n/a	13/08/2021	Oct 2021	Oct 2021	Jun-2023
	FBC 4: Sauchiehall Street Precinct & Cambridge Street							08/06/2023	n/a	28/04/2023	Jun 2023	Sep 2023	Aug 2024
	FBC3: Holland Street/Pitt St							07/12/2022	n/a	Oct 2022	Dec 2022	Mar 2023	Jul 2024
	Block B – Elmbank Street & Elmbank Crescent							Feb 2025	n/a	Jan 2025	Mar 2025	May 2025	Nov 2026
	Block B - Stockwell Street							13/02/2025	n/a	06/12/2024	Mar 2024	Jun 2025	Aug 2026
	-												
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	Block B - Broomielaw/Clyde Street							Nov 2025	n/a	Oct 2026	Mar 2026	Feb 2026	Nov 2027
	Block C – Hope Street							Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028
	Block C – International Financial Services District							Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028
	Block C – St Vincent Street							Sep 2026	n/a	Aug 2026	Oct 2026	Dec 2026	Oct 2028
	Block C – John Street							27/07/2023	n/a	16/06/2023	Aug 2023	Oct 2023	Mar 2025
	Block C - George Street Ph. 2 (Montrose Street to High Street)							Jul 2026	n/a	Jun 2026	Mar 2027	Apr 2027	Oct 2028
	FBC2: Intelligent Street Lighting							29/03/2018	10/04/2018	Feb 2018	Feb 2018	Dec 2018	Jun 2019
	Block C - George Square and Surrounding Avenues							14/05/2025	n/a	14/03/2025	May 2025	Jul 2025	Sep 2026
6. Metropolitan Glasgow Strategic Drainage Partnership		18/08/2015	03/02/2016	16/02/2016	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various
	FBC 1: Camlachie Burn							29/03/2017	11/04/2017	May 2017	Jun 2017	Jun 2017	Jul 2019
	FBC 2: Cardowan Surface Water Management Plan (SWMP)							02/08/2018	14/08/2018	May 2018	Jun 2018	Jul 2018	Dec 2019
	FBC 4: South East Glasgow SWMP							23/05/2019	n/a	May 2019	Jun 2019	Jul 2019	Jan 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
	FBC 7: Hillington/Cardonald SWMP - Ph 2 - Queensland Gardens							24/02/2023	n/a	Jan 2023	Feb 2023	22/02/2023	Jul 2023
	FBC 8: Hillington/Cardonald SWMP - Ph 3: Penilee							24/02/2022	n/a	Feb 2022	Feb 2022	Feb 2022	May 2023
	FBC 5: Garrowhill/Ballieston SWMP							29/08/2019	n/a	Jul 2019	Aug 2019	Sep 2019	Nov 2022
	FBC 6: Drumchapel SWMP							30/01/2020	n/a	13/12/2019	Feb 2020	Mar 2020	Mar 2021
	Cockenzie St SWMP							07/08/2025	n/a	13/06/2025	May 2025	Aug 2025	Jul 2026
	Fullerton Avenue SWMP							Feb 2023	n/a	Jan 2023	May 2020	Jul 2022	Mar 2023
	Eastern Springburn SWMP							14/05/2025	n/a	14/03/2025	May 2025	May 2025	Apr 2026
	High Knightswood/Netherton SWMP							06/11/2025	n/a	12/09/2025	Nov 2025	Nov 2025	Oct 2026
7. Clyde Waterfront West End Innovation Quarter		18/08/2015	30/03/2016	12/04/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
	FBC 7: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm Phase 1							26/10/2022	n/a	16/09/2022	Nov 2022	Jan 2023	Jul 2024
	Develop. Econ. Role of GU - Byres Road Public Realm Phase 2							27/03/2025	n/a	31/01/2025	Apr 2025	Jun 2025	May 2027
	Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay – Expressway Bridge							Oct 2023	n/a	Sep 2023	Nov 2023	Nov 2023	Nov 2024
	Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link							Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2024	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
	Develop. Econ. Role of SEC/Pacific Quay – Canting Basin Bridge							Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2023	Oct 2025
	Investing in the Strategic Road Network to Unlock Development (M8 Jet19)							Feb 2024	n/a	Jan 2024	Mar 2024	Mar 2024	Mar 2025
	GRID - Clyde Waterfront Innovation Campus: Site Remediation and Services (*) <b>and Access and Connectivity (#)</b>							Mar 2026	n/a	Feb 2026	Apr 2026	Apr 2026	Sep 2026
	FBC 6 - Developing the Economic Role of QEUI and Adjacencies – Development Deficit Funding 2 / Central Govan Action Plan – CGAP Development Deficit Funding – Commercial Floor space 1 Water Row Grant Award (**))							03/02/2022	n/a	24/12/2021	Feb 2021	Mar 2022	Jun 2024
	Develop. Econ. Role of QEUI and Adjacencies – Development Deficit Funding 3 (*)							27/07/2023	n/a	16/06/2023	Sep 2023	Sep 2023	Feb 2025
	GRID – Clyde Waterfront Innovation Campus: Access and Connectivity (***) (#)							Mar 2026	n/a	Feb 2026	May 2026	May 2026	Apr 2028
	Developing the Economic Role of Yorkhill Hospital Site							Aug 2024	n/a	Jul 2024	Sep 2024	Sep 2024	Aug 2025
	FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South) Improvements (Phase 1 and 2)							29/03/2018	10/04/2018	Mar 2018	Apr 2018	Apr 2018	Dec 2019
	CGAP Development Deficit Funding – Commercial Floorspace 1 (**)							Nov 2021	n/a	Oct 2021	Dec 2021	Dec 2021	Oct 2022
	FBC 2: CGAP Commercial Floorspace Development Deficit Funding Commercial Floorspace 2 (Govan Old Parish Church –Lower Ground Floor)							20/06/2019	n/a	01/05/2019	Jun 2019	Jun 2019	Sep 2022
	Access and Integrity of Waterfront – The Briggait/Lancefield Quay							Apr 2024	n/a	Mar 2024	May 2024	May 2024	Nov 2025
	Access and Integrity of Waterfront – Yorkhill Quay							Apr 2024	n/a	Mar 2024	May 2024	May 2024	May 2025
	FBC 8: Access and Integrity of Waterfront – Windmillcroft Quay							28/07/2022	n/a	17/06/2022	Aug 2022	Aug 2022	Mar 2024
	Access and Integrity of Waterfront - SEC – Active Travel							Mar 2024	n/a	Feb 2024	Apr 2024	Apr 2024	Apr 2026
	Access and Integrity of Waterfront - Custom House Quay <b>and Carlton Place (##)</b>							Dec 2026	n/a	Nov 2026	Jan 2027	Jan 2027	Jan 2029



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	<i>Access and Integrity of Waterfront – Carlton Place (##)</i>							<i>Dec-2026</i>	<i>n/a</i>	<i>Nov-2026</i>	<i>Feb-2027</i>	<i>Feb-2027</i>	<i>Jan-2029</i>	
	FBC 4: Access and Integrity of Waterfront - Tradeston Phase 1							18/02/2021	n/a	09/12/2020	Dec 2020	Feb 2021	Jul 2021	
	FBC 4: Access and Integrity of Waterfront - Tradeston FBC addendum							28/10/2022	n/a	Oct 2022	Nov 2022	Mar 2023	Oct 2023	
	<i>Access and Integrity of Waterfront – Govan-Graving Docks</i>							<i>Apr-2023</i>	<i>n/a</i>	<i>Mar-2023</i>	<i>May-2020</i>	<i>Apr-2023</i>	<i>Apr-2024</i>	
	FBC 5: Improving Connectivity between GU and QEUH - Govan-Partick Bridge							25/11/2021	07/12/2021	15/10/2021	Dec 2021	Jan 2022	Sep 2024	
	FBC3: Improving Connectivity between GU and QEUH - Active Travel Route (North)							31/10/2019	n/a	20/09/2019	17/10/2019	Sep 2020	Apr 2022	
	Improving Connectivity between-GU and QEUH- Active Travel Route (South) <i>(***)</i>							<i>Aug-2023</i>	<i>n/a</i>	<i>Jul-2023</i>	<i>Sep-2023</i>	<i>Sep-2023</i>	<i>Feb-2025</i>	
8. Inchgreen		12/02/2019	28/01/2021	01/06/2021	n/a	n/a	01/06/2021	various	various	various	various	various	various	
	<i>Inchgreen Ph. 1</i>				n/a	n/a		17/03/2022	n/a	04/02/2022	Apr 2022	Apr 2022	Mar 2024	
	<i>Inchgreen Ph. 2 (New Local Project)</i>				n/a	n/a		<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	
9. Ocean Terminal		20/10/2015	27/09/2017	10/10/2017	various	various	various	various	various	various	various	various	various	
	Marine Works				29/05/2019	04/06/2019	04/06/2019	29/05/2019	04/06/2019	May 2019	Apr 2019	Jun 2019	Mar 2020	
	Terminal Building				28/11/2019	10/12/2019	10/12/2019	28/11/2019	10/12/2019	25/10/2019	Dec 2019	Apr 2021	Feb 2023	
10. Inverkip		20/10/2015	27/09/2017	10/10/2017	25/10/2023	07/11/2023	07/11/2023	04/12/2024	n/a	13/09/2024	Dec 2024	Jan 2025	Dec 2025	
11. A8 M8 Corridor Access Improvements		18/08/2015	11/08/2022	30/08/2022	n/a	n/a	30/08/2022	various	various	various	various	various	various	
	Eurocentral Access Infrastructure (Ph.1 & Ph.2)				n/a	n/a		06/11/2025	n/a	03/10/2025	Dec 2025	Jan 2026	Mar 2027	
	Orchard Farm Roundabout				n/a	n/a		Aug 2026	n/a	Jul 2026	Sep 2026	Oct 2026	Oct 2027	
		18/08/2015	25/05/2016	06/06/2016	28/03/2019	09/04/2019	09/04/2019	various	various	various	various	various	various	
<u>Gartcosh/Glenboig Community Growth Area</u>	Glenboig Link Road - FBC 1							18/10/2016	18/10/2016	Sep 2016	Nov 2016	May 2017	Jun 2018	
-	Glenboig Link Road - FBC 2							30/12/2016	13/12/2016	Nov 2016	Dec 2016	May 2017	Jun 2018	
13. Pan Lanarkshire Orbital Transport Corridor		18/08/2015	various	various	n/a	n/a	various	various	various	various	various	various	various	
	RIA South - FBC WCML Crossing (FBC1)		24/09/2020	06/10/2020	n/a	n/a	06/10/2020	03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023	
	RIA South - New Dual Carriageway Rav to Motherwell (FBC2)							Sep 2026	n/a	Aug 2026	Aug 2026	Oct 2026	Aug 2027	
	RIA North – Dualling of A723 Rav to M8 (FBC3)							06/06/2024	06/08/2024	Jul-2024	Jul-2024	Oct 2024	Dec 2026	
	RIA South - Dualling of Airbles Road and Jnct improvements (FBC4)							Dec 2027	n/a	31/11/2027	Jan 2028	Feb 2028	Mar 2029	
	East Airdrie Link Road		Apr 2023	06/08/2024	n/a	n/a	06/08/2024	Apr 2028	n/a	Mar 2028	May 2028	Sep 2028	Sep 2030	
	Motherwell Town Centre Interchange		29/03/2018	10/04/2018	29/05/2019	04/06/2019	04/06/2019	03/11/2021	n/a	Sep 2021	Dec 2021	Jan 2022	May 2023	
14. Clyde Waterfront and Renfrew Riverside (CWRR)		23/06/2015	30/11/2016	13/12/2016	02/08/2018	14/08/2018	14/08/2018	25/02/2021	06/04/2021	15/01/2021	Mar 2021	Jul 2021	Apr 2025	
15. Glasgow Airport Investment Area (GAIA)		23/06/2015	30/11/2016	13/12/2016	29/11/2018	11/12/2018	11/12/2018	28/03/2019	09/04/2019	Feb 2019	Jun 2019	Jul 2019	14/10/2022	
16. Cathkin Relief Road		18/08/2015	02/12/2015	20/10/2015	29/05/2019	04/06/2019	04/06/2019	23/05/2019	04/06/2019	Apr 2019	Feb 2016	Apr 2016	Jan 2017	
17. Greenhills Road		18/08/2015	03/08/2016	18/10/2016	30/08/2018	09/10/2018	09/10/2018	30/08/2018	09/10/2018	Jul 2018	Nov 2018	Mar 2019	Sep 2023	
18. Stewartfield Way/East Kilbride Town Centre		01/06/2021	various	various	n/a	n/a	various	Jun 2026	n/a	Apr 2026	Jul 2026	Oct 2026	Oct 2028	
	Stewartfield Way Capacity Enhancement		24/10/2024	24/10/2024	n/a	n/a	24/10/2024	Jun 2026	n/a	31/01/2025	Apr 2025	Oct 2026	Oct 2028	
-	East Kilbride Town Centre		13/02/2025	25/02/2025	n/a	n/a	25/02/2025	18/19/2025	n/a	25/7/2025	Jan 2026	Feb 2026	Jul 2028	
19. SLC Community Growth Area		18/08/2015	02/12/2015	15/12/2015	02/08/2018	various	various	various	various	various	various	various	various	
19a. Community Growth Area (GCA) - Newton		18/08/2015	02/12/2015	15/12/2015	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various	
	Newton CGA Park and Ride							24/05/2017	06/06/2017	Apr 2017	May 2017	Jun 2017	Dec 2017	
	Newton Farm Primary School							03/02/2016	16/02/2016	Jan 2016	Feb 2016	Feb 2016	Aug 2017	
	Westburn Roundabout							29/11/2018	n/a	Oct 2018	Dec 2018	Mar 2019	Sep 2019	
	Sustainable Transport Intervention							14/05/2025	n/a	14/03/2025	Jun 2025	Jun 2025	Jun 2026	
	Uddingston Grammar School							14/05/2025	n/a	14/03/2025	Jun 2025	Jul 2025	Jul 2026	
19b. Community Growth Area - Hamilton			28/09/2016	18/10/2016	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various	various
	FBC1: Woodhead Primary School Extension							02/08/2018	14/08/2018	Jul 2018	Aug 2018	Sep 2018	Aug 2019	
	FBC2: Highstonehall Road Upgrade Works							29/11/2018	n/a	Oct 2016	Aug 2018	Aug 2018	Apr 2019	

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	FBC3: Woodfoot Road Transport Corridor Improvements							25/04/2019	n/a	Mar 2019	Apr 2019	Jun 2019	Dec 2019					
	FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)							20/08/2024	n/a	Jun 2024	Sep 2024	Jan 2025	Nov 2025					
	FBC5: Wellhall Road/Hillhouse Road Junction (****)							20/08/2024	n/a	Jun-2024	Sep-2024	Oct-2024	Jul-2025					
	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions (****)							20/08/2024	n/a	Jun-2024	Sep-2024	Oct-2024	Jul-2025					
	FBC7: Calderside Academy							14/05/2025	n/a	14/03/2025	Jun 2025	Jul 2025	Jul 2026					
19c. Community Growth Area - Larkhall								01/02/2017	14/02/2017	25/04/2019	13/08/2019	13/08/2019	various	various	various	various	various	various
	Holy Cross High Extension												14/05/2025	n/a	14/03/2025	Jun 2025	Jul 2025	Jul 2026
	Glengowan Primary School Extension												02/08/2021	n/a	18/06/2021	Jul 2021	Aug 2021	Jun 2022
	Larkhall Nursery Extension												n/a	n/a	n/a	Mar-2024	Mar-2024	Aug-2024
	Merryton Roundabout & Link Road												05/12/2024	n/a	25/10/2024	Feb 2025	Feb 2025	Mar 2026
	A72 Lanark Road / M74 Signalisation	25/05/2023	n/a	28/04/2023	Dec 2023	Dec 2023	Jun 2024											
	M74 Works	04/09/2024	n/a	25/07/2024	Sep 2024	Sep 2024	Oct 2025											
	Community Facility	04/09/2024	n/a	25/07/2024	Sep 2024	Sep 2024	Mar 2026											
19d. Community Growth Area - East Kilbride		02/12/2015	15/12/2015	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various						
	Park and Ride Facility - Hairmyres						04/09/2024	n/a	21/08/2024	05/09/2024	Oct 2024	Jul 2025						
	New Primary School (Phase 1) - Jackton						03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023						
	Our Lady of Lourdes Primary School						03/11/2023	n/a	15/09/2023	Nov 2023	Nov 2023	Aug 2024						
20. Exxon Site Development Project		18/08/2015	29/03/2017	11/04/2017	31/01/2019	12/02/2019	12/02/2019	27/07/2023	n/a	16/06/2023	Sep 2023	Jan 2025	Oct 2027					
21. Clyde Metro Case for Investment		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2026					
22. Enabling Commercial Space (ECS)		25/02/2025	13/02/2025	25/02/2025	n/a	n/a	25/02/2025	various	various	various	various	various	various					
ECS: EDC	Westerhill Land Acquisition and Utilities							tbc	tbc	tbc	tbc	2025	2028					
ECS: ERC	Robertson Street Industrial Units Improvements/Replacement							tbc	tbc	tbc	tbc	2027	2029					
ECS: ERC	Crossmill Industrial Units							tbc	tbc	tbc	tbc	2025	2027					
ECS: GCC	TBC							tbc	tbc	tbc	tbc	2024	2035					
ECS: IC	TBC							tbc	tbc	tbc	tbc	2025	2028					
ECS: NLC	TBC							tbc	tbc	tbc	tbc	2025	2029					
ECS: RC	Tech Terrace AMIDS							tbc	tbc	tbc	tbc	2025	2027					
ECS: SLC	TBC							tbc	tbc	tbc	tbc	2025	2030					
ECS: WDC	TBC							tbc	tbc	tbc	tbc	2025	2026					

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 <sup>i</sup>

Risk Ref	Date Identified	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	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
rsk 0007	24/01/2020	Financial	Public Sector/Partner Funding Availability	<p><b>RISK:</b> Member Authority and Partner funding contributions do not materialise</p> <p><b>CAUSE:</b> Pressures on public sector funding from Govt. impacting on capital and revenue budgets along with pressures arising from high interest rates, high borrowing costs and the potential for member authorities not agreeing a balanced budget. Member authority inability to spend grants in required timescales can mean that funding will be lost.</p> <p><b>EFFECT:</b> Impact on Member Authorities' capital borrowing and revenue funding</p>	G.	PMO-Director of Regional Economic Growth	PMO-Finance Manager	4	4	16	Very 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. Project Status Report template has been extended to capture external funding sources for projects and this funding and associated spend is now also being reported to PMO by MAs and reviewed. Member Authorities continue to face increased pressures on their capital programmes. Approval has been granted by the UK and Scottish govts for the reallocation of £64m of unallocated GAAP funds to help address additional project costs and to reduce requirement for Additional Member Contributions.	4	2	8	Medium	25/04/2025
rsk 0009	24/01/2020	Financial / reputational /economic	Deal GVA and Jobs targets not achieved	<p><b>RISK:</b> Programme GVA and Jobs targets not achieved / Benefit Cost Ratio reduced</p> <p><b>CAUSE:</b> Potential increased project costs and reduced benefits resulting from impacts of Covid-19 on Project delivery and global macroeconomy. Reduced demand for follow-on investment outputs (e.g. office and residential space due to higher interest rates on mortgages/borrowing costs). 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 shifts in demand for office space that reflect the increased prevalence of home-working and hybrid-working employment patterns.</p> <p><b>EFFECT:</b> reduced grant due to failure to meet Deal Payment by Results targets</p>	A.	PMO-Head	PMO-Head	4	4	16	Very High	Treat	The Programme wide Reprogramming exercise which commenced in Dec 2020 has now concluded. All Member Authorities have now restated their programme finances, scope and timescales. Gateway 2 Review outputs delivered to date show positive progress. Outcomes that were not captured in project OBCs and, as such, are described as 'windfall' were reported for the first time in the QPR for Q1 2024/25 for some projects and included within the Gateway Review 2 evidence reports. The PMO includes windfall outcomes reported by MAs in the QPR to record the outcomes from this unplanned (private sector) investment that are not captured within economics such as project Benefit Cost Ratios (BCRs). The Programme Level BCR remains positive following the submission of MAs' individual Reprogramming Reports. <b><i>Govts have advised that decision on Gateway 2 expected mid-May 2025.</i></b>	4	2	8	Medium	30/04/2025
rsk 0010	24/01/2020	Economic / financial	Attraction of follow-on investment	<p><b>RISK:</b> Failure to attract necessary follow on investment to deliver the economic benefits of the City Deal funded Projects.</p> <p><b>CAUSE:</b> 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. Higher than anticipated interest rates which will dampen housing market demand reduce/slow housing developer investment</p> <p><b>EFFECT:</b> Projects fail to deliver the economic benefits and follow on private sector investments. Impact on Payment By Result targets</p>	G.	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Transfer	The responsibility for securing follow on investment described in each of the OBCs lies with individual MAs and arrangements for attracting inward investment are appraised by the PMO as part of the business case appraisal process with monitoring on follow on outcomes on a quarterly basis. 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. Commercial Property Demand and Supply study is complete and has informed Gateway 2 Evaluation Report. The UK Govt and Scottish Government have invited GCR to develop a business case for a Regional Investment Zone which may provide further support to City Deal benefits realisation.	4	2	8	Medium	30/04/2025
rsk 0042	15/01/2021	Sustainable Procurement	Achievement of Community Benefits	<p><b>RISK:</b> The commitments within the Regional Sustainable Procurement Strategy are not implemented by all MAs.</p> <p><b>CAUSE:</b> 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.</p> <p><b>EFFECT:</b> Loss of opportunities in Contracts and Non delivery of Benefit Outcomes.</p>		PMO-Head	PMO-Head	3	4	12	High	Treat	MAs are expected to report the securing and delivery of Community Benefits (CBs) using the Cenefits online reporting tool as set out in the Programme Management Toolkit and this is appraised as part of the business case appraisal process. The PMO continues to report on the performance of MAs in the Quarterly Performance Report. Updated versions of the Buyers' and Suppliers' Guides V7.2 were issued December 2024 including the updated Community Benefits Menu where new points values have been added to accommodate requests on the Community Benefit Hub, extending community benefit to include Tier 2 contract awards to local SMEs, Social Enterprises and Supported businesses and for options for hidden poverty and to incentivise contract awards. The third annual review of progress towards the Action Plan will be provided to Regional Partnership at their meeting on 13 February 2025 and approval sought for the updated Action Plan.	3	2	6	Medium	30/04/2025

Risk Ref	Date Identified	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	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
rsk 0003	14/11/2017	Professional	Submission of Incomplete Business Cases by MAs	<p><b>RISK:</b> Impact on project delivery</p> <p><b>CAUSE:</b> 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.</p> <p><b>EFFECT:</b> The submission of late and/or incomplete business compromises the business case approval process and the outsourcing of reviewers to form the appraisal team. .</p>	N/A	PMO-Head	PMO - Programme Mgr	3	3	9	Medium	Treat	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. 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. The Incoming Document Tracker being trialled by the PMO is a new mechanism to record and track the series of actions in the business case appraisal process including presentations and revisions. Green Book training completed by PMO and Lead Officers May 2024. Appraisal Table has been reviewed and updated by the PMO for issue to Lead Officers' Group following completion of Green Book training in 2024. All Outline Business Cases have now been submitted and recommended for approval.	4	1	4	Low	30/04/2025
rsk 0008	24/01/2020	Socio-Political	Political and public support for City Deals / Growth Deals	<p><b>RISK:</b> Loss of political and/or public support for the City Deal</p> <p><b>CAUSE:</b> Political decisions / change in policy priorities / local opposition to individual projects. 2024 General Election/ new legislation</p> <p><b>EFFECT:</b> City Deal/Growth Deal Programme funding impacted / negative public perception of Deal projects</p>	G.	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Treat	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. 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 <b>2024</b> . National Planning Framework 4 references Metro project as national priority. GCR engaged in a Scotland Office-led review of Growth Deals and the next steps for growth deals across Scotland. The PMO is developing a political engagement strategy/elected member briefings. Findings from Gateway Review 2 reports produced to date show support remains high for the Deal.	2	2	4	Low	30/04/2025
rsk 0013	24/01/2020	Environmental	Sustainability, efficient use of natural resources and Climate Change	<p><b>RISK:</b> Failure to address sustainability and efficient use of natural resources and Climate Change including failure to produce energy consumption savings and reducing emissions.</p> <p><b>CAUSE:</b> MA not considering sustainable solutions and not including the relevant expertise in the design and delivery of the programme.</p> <p><b>EFFECT:</b> MAs not fulfilling commitments to residents. Council fails to meet Carbon Reduction or Climate Change Targets.</p>	D.	PMO-Head	PMO-Head	3	2	6	Medium	Treat	The annual update report on the Sustainable Procurement Strategy and the updated Action Plan for 2024/25 was approved by Regional Partnership December 2024. The GCR has been working closely with the Scottish Government in relation to carbon accounting for City Deal projects. Government guidance has been incorporated within the Programme Management Toolkit. For Q1 2023/24 reporting onwards a Carbon Categorisation section has been added to the Project Status Report capturing control and influence categorisation. Programme Manager attending Scottish City Deal Decarbonisation Working Group. A series of meetings were carried out throughout August/September 2022 with Lead Officers to undertake a carbon classification exercise for all their projects in accordance with the Scottish City Region and Growth Deals Carbon Management Guidance for Projects and Programmes. October 2022, the Sustainable Development Manager of the Scottish Government received the carbon categories for 111 subprojects. The Scottish Government's Sustainable Procurement Tools are fully embedded in the refreshed Buyers Guide that was signed off by PSG 13 July 2023. The Sustainable Development Manager at SG has organised a session on the "Application of PAS 2080 in Difficult Circumstances" Oct 2023 for all project managers who are involved in the application of this guidance. PMO submitted a revised Carbon Accounting summary to the SG end Nov 2023. Programme Manager invited to attend and present on implementation of the Scottish and UK Government Carbon Management Guidance for Projects and Programme at the ICE Scotland PAS 2080 Event held University of Strathclyde on 29 August 2024. Lewis Barlow (Decarbonisation technical director at WSP) presented to PSG meeting on 25/07/2024 about Contracts, climate change & Infrastructure: discussion/presentation of the importance of construction contracts to tackle climate change, address sustainability and drive towards net zero. CC participated in the Panel discussion of the ICE Carbon Management Conversation: examples and application of the PAS 2080 standards on 29/08/2024.	2	2	4	Low	30/04/2025

Risk Ref	Date Identified	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	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
rsk 0001	24/01/2020	Finance	Programme Spend behind Planned Grant Payment Schedule	<p><b>RISK:</b> Programme does not meet forecasted spending profile set out within the annual forecast submitted to Scottish Government as required by the Grant Letter. Programme may fail to spend and therefore claim all City Deal monies by 2035 deadline.</p> <p><b>CAUSE:</b> Programme delay due to Member Authorities (MAs) and other agencies upon which they have a dependency (e.g. Transport Scotland/NHS) failing to deliver projects and spend as planned as a result of delays with approvals/business case development etc.</p> <p><b>EFFECT:</b> Programme may underspend against grant receipt and impact upon release of future tranches of investment funding. Programme may fail to spend all UK and Scottish Govt funds by deadline with this investment and economic benefits lost to the Region's economy.</p>	N/A	PMO-Head	PMO-Finance Manager	4	3	12	High	Treat	FSG continue to monitor actual spend compared with projected spend each quarter. GCR continues to spend ahead of grant receipt and has absorbed accelerated funds of £65m in 2020/21 and £32m in 2021/22. Expenditure is currently running <b>£157m above grant awards with £15m still to be paid from 24/25 and £60m per annum in subsequent years.</b> Delays with the development of the Strategic Transport Project Review (STPR2) Delivery Plan had heightened the risk that Glasgow Airport Access Project funding may not be able to be spent and claimed by required timescales. Reallocation of GAAP funds has now been approved by governments with spending plans being developed. Projected spend forecasts remain ahead of grant receipt.	3	1	3	Low	25/04/2025
rsk 0004	24/01/2020	Financial	Alignment with new / emerging policies and investment programmes	<p><b>RISK:</b> 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.</p> <p><b>CAUSE:</b> Programme Assembly exercise undertaken in 2013/14 under differing policy priorities. Dependencies on other agencies not managed. Additional requirements in carbon management.</p> <p><b>EFFECT:</b> Reduced ability to access external funding aligned to new/emerging policy priorities and missed opportunities to leverage additional public/private sector investment.</p>	G.	PMO-Head	PMO-Head	4	3	12	High	Treat	Commitments from Cabinet to contribute to new / emerging policy priorities including Inclusive Growth and Tackling Poverty. 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. National Planning Framework 4 references Metro project as national priority. Clyde Mission was migrated to the GCR August 2023 to lead delivery. Transport Scotland's STPR2 Phase Two report has sifted in Metro project to progress to business case development. The UK Govt and Scottish Govt have invited GCR to develop a business case for a Regional Investment Zone which may provide further support to City Deal benefits realisation. <b>City Deal Community Benefits approach supports aspirations within Scottish Government's Community Wealth Building Bill.</b>	3	1	3	Low	30/04/2025
rsk 0002	24/01/2020	Finance	Green Book Compliance	<p><b>RISK:</b> Inadequate implementation of Green Book methodology resulting in challenges to Business Case approvals made by CEG/Cabinet</p> <p><b>CAUSE:</b> MAs submitting non-compliant BCs and external consultancies/PMO failure to appraise BC in compliance with Green Book.</p> <p><b>EFFECT:</b> Loss of grant, further work on business cases, requirement to re-assess and approve existing Projects.</p>	N/A	PMO-Director of Regional Economic Growth	PMO-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. Subsidy control and Carbon Accounting training delivered for PMO/LOG Feb 2022 and engagement with the Scottish Government on Carbon Accounting is ongoing. Preparation of a carbon accounting workbook circulated amongst the MA and comments received back from all the MA with the exception of IC. During the Carbon Categorisation meetings carried out throughout August/September 2022 with Lead Officers, Project Managers and Carbon Officers, the Sustainable Development Manager of the Scottish Government has reiterated the need to follow and comply with the Green Book guidance for Carbon accounting. Green Book training completed by PMO and Lead Officers May 2024. Appraisal Table has been reviewed and updated by the PMO for issue to Lead Officers' Group following completion of Green Book training in 2024.	3	1	3	Low	30/04/2025
rsk 0005	24/01/2020	Financial / reputational	Governance procedures are not fit for purpose	<p><b>RISK:</b> Governance processes and procedures are not fit for purpose impacting on Gateway Review success</p> <p><b>CAUSE:</b> Assurance Framework not providing full coverage of all governance requirements. PMO/MAs not complying with Framework.</p> <p><b>EFFECT:</b> Potential for non compliance with Grant Agreement conditions leading to claw back of funding/negative audit reports and fraud, bribery etc.</p>	N/A	PMO-Head	PMO-Head	4	3	12	High	Treat	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. The PMO meets with each MA each quarter ahead of programme management reporting and also meets with MA project teams for business case presentations. PMO continues to reinforce Audit Report requirements with Lead Officers at LOG Meetings. <b>The Assurance Framework has been updated and shared with governments and Lead Officers for comment in April 2025. The Programme Management Toolkit (PMT) will be updated to reflect AF amendments and issued July 2025. Gateway One approval received May 2020. Gateway Review 2 process completed. Confirmation of outcome expected from governments in May 2025.</b>	2	1	2	Low	30/04/2025



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	Priority	Status	Date Checked
is_0038	15/01/2021	Delivery	PMO- Director of Regional Economic Growth	PMO - Head of Programme Management Office	City Deal Project Cost Increases	The Project Cost of the CD Project has considerably increased	<u>ISSUE</u> : cost of energy and material cost impacted by international situations <u>CAUSE</u> : various international conflicts and unrest including the Ukrainian (gas, oil, price increases increasing construction material prices containing petro-carbons or are very energy-intensive to manufacture (such as steel, aluminium etc). <u>EFFECT</u> : negative impact on scope, project timescales and costs.	In early 2020, 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. SG accepted there would need to be changes to the projects, especially around the older deals where funding may now be insufficient to what was previously approved. This would require projects to be rescoped and some may no longer be feasible. Lessons Learned exercise has been undertaken to record how cost increases have been mitigated/managed at MA level. A report was approved by the November 2024 Cabinet regarding the increased costs faced across the Programme and a proposal to reallocate uncommitted City Deal funds to support existing projects with these additional costs. The proposals were approved by UK and Scottish Govts Dec 2024. MAs to submit evidence of inflation costs incurred in order to unlock reallocated funds. <b><i>GCC, RC, SLC, WDC and EDC have submitted evidence of their inflation costs.</i></b>	PMO / MA	Ongoing	Medium	Open	30/04/2025
is_0039	09/03/2021	Delivery	PMO- Director of Regional Economic Growth	PMO - Head of Programme Management Office	Lack of contractors/competition for contracts	Contractors can currently pick and choose what to bid for due to the growth and volume of construction market	<u>ISSUE</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.	Projects are continuing to undertake a range of mitigations. 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. February 2022 PMO led an exercise for a Lessons Learned Report re procurement issues experienced by all MAs for City Deal contracts during 2021/22 to better understand where price rises are particularly acute and mitigations which have been implemented. Since then, lessons learned (LL) and knowledge sharing has been a standing agenda item at PSG and LOG are provided with LL update summary following each PSG meeting A Lesson Learned Report on Contract Clauses and Management created by GCC has been shared with all Member Authorities in December 2023. The City Deal Contract Pipeline that was taken down from the GCR website pending the programme realignment will be updated for the website in early 2025 once Rev 10 has been approved. 7 MAs attended the Meet the Buyer event at Hampden in June 2024. The outputs from a 'round table' at the PSG meeting on 25 July 2024 in terms of tender response etc for contracts recently / currently let were included in lessons learned log shared with LOG. Feedback is that the Market still in charge and there is an appetite issue on whether project is attractive to the contractor. However, at the PSG meeting on 14/11/2024 PSG indicated there were some early signs that this is now beginning to change. PSG continue to share best practice with a key area of focus on the current market conditions leading to the development of a briefing note that will be updated following the next PSG meeting in Feb 2025 and includes procurement examples and further updates to the Lessons Learned Log to ensure this remains current and is shared by PSG with MAs and Lead Officer Group.	PMO / MA	Ongoing	Medium	Open	30/04/2025

Appendix 5: PROGRAMME OUTPUTS REPORTING

Table 5.1: Outputs Reporting by Category

Outputs	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Programme End (2035)
Assembly and Leisure (Class 11) [sqm]	0.00	1,655.00	1,843.00	(89.8%)
Blue Green Infrastructure [sqm]	0.00	151,498.00	306,083.30	(49.5%)
Bridges (Pedestrian/Cycle) and Underpasses (Enhanced) [no.]	0	4	4	(100%)
Bridges (Pedestrian/Cycle) and Underpasses (New) [no.]	0	3	6	(50%)
Bridges (Road/Rail) and Underpasses (Enhanced) [no.]	0	0	1	-
Bridges (Road/Rail) and Underpasses (New) [no.]	0	3	15	(20%)
Bus Lanes (Enhanced) [km]	0.00	0.00	0.00	-
Bus Lanes (New) [km]	0.00	0.08	0.08	(100%)
Cycle Routes (segregated) (Enhanced) [km]	0.00	1.25	2.53	(49.5%)
Cycle Routes (segregated) (New) [km]	0.00	20.85	50.35	(41.41%)
Cycle Routes (shared) (Enhanced) [km]	0.00	0.04	1.99	(2.01%)
Cycle Routes (shared) (New) [km]	0.00	1.38	21.66	(6.37%)
<b>Development Platform (Gross External Area) [sqm]</b>	0.00	0.00	<b>15,700.00</b>	-
Dredging [cbm]	0.00	9.75	11.50	(84.78%)
Financial, Professional and Other Services (Class 2) [sqm]	0.00	1,860.00	1,860.00	(100%)
General Industrial (Class 5) [sqm]	0.00	843.00	843.00	(100%)
Ground Remediation [cbm]	0.00	9.75	11.50	(84.78%)
Junctions / Crossings (Enhanced) [no.]	0	36	<b>134</b>	<b>(26.87%)</b>
Junctions / Crossings (New) [no.]	0	10	31	(32.26%)
Lighting (Enhanced) [no.]	0	86	131	(65.65%)
Lighting (New) [no.]	0	64	282	(22.7%)
Non-residential Institutions (Class 10) [sqm]	0.00	10,988.00	10,988.00	(100%)
Parking spaces (Enhanced) [no. ]	0	0	6	-
Parking spaces (New) [no. ]	0	167	853	(19.58%)
Parking Spaces for Bikes [no.]	0	0	64	-
Parking spaces for Electric Vehicles' (Evs) Charging [no.]	0	0	108	-
Pedestrian Routes (Enhanced) [km]	0.00	2.22	15.58	(14.22%)
Pedestrian Routes (New) [km]	0.00	18.61	48.46	(38.4%)
Public Realm (Enhanced) [Ha]	0.00	11.23	21.32	(52.68%)
Public Realm (New) [Ha]	0.00	14.77	<b>25.75</b>	<b>(57.37%)</b>
Quay/Dock/Pontoon (Enhanced) [m]	0.00	650.00	650.00	(100%)
Quay/Dock/Pontoon (New) [m]	0.00	200.00	200.00	(100%)
Rail Stations (Enhanced) [no.]	0	0	0	-
Rail Stations (New) [no.]	0	0	1	-
Railtrack (Enhanced) [km]	0.00	0.00	0.00	-
Railtrack (New) [km]	0.00	0.00	0.00	-
Road (Enhanced) [Km]	0.00	11.21	<b>38.38</b>	<b>(29.2%)</b>
Road (New) [Km]	0.00	9.87	<b>34.96</b>	<b>(28.24%)</b>
Trees [no.]	0	0	0	-
Visitor centres (New) (FS_13) [no.]	0	0	0	-

**Table 5.2: Outputs Changes in period**

MA	PROJECT	Benefit Output/Outcome	Estimated Project Benefit by 2035	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
GCC	EIIPR	Public Realm (New) [Ha]	5.32	0.00	1.95	Green	from GCC Revision 10 – Decreased from 11.25ha to 5.32ha (-5.93ha)
NLC	Orchard Farm	Road (New) [Km]	0.45	0.00	0.00	Amber	PMO has added this value as part of their original OBC, but NLC PRS for Q3 and Q4 24_25 are not reporting it. NLC has submitted a CCR to remove this 0.45km of access road from the Scope and move it to the Outcomes this will be captured in Q1 25_26
SLC	East Kilbride Town Centre	Junctions / Crossings (Enhanced) [no.]	5	0	0	Green	Following EKTC OBC approval in February 2025
SLC	East Kilbride Town Centre	Public Realm (New) [Ha]	0.12	0.00	0.00	Green	Following EKTC OBC approval in February 2025
SLC	East Kilbride Town Centre	Road (Enhanced) [Km]	0.25	0.00	0.00	Green	Following EKTC OBC approval in February 2025
WDC	EXXON	Development Platform (Gross External Area) [sqm]	15,700.00	0.00	0.00	Green	following approval CCR no. 241125_WD_C007 , the development platform areas paid by CD funds has been decreased from 116,000m <sup>2</sup> to 15,700m <sup>2</sup> . The remaining will be delivered as follow-on investment.

Appendix 6: PROGRAMME OUTCOMES REPORTING

Table 6.1 Outcomes Reporting by Category

Outcomes	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Programme End (2035)
Blue Green Infrastructure [sqm]	0.00	0.00	5,170.00	-
Properties with reduced flood risk [no.]	0.00	4,211.00	7,178.00	(58.67%)
Public Realm (New) [Ha]	0.00	0.00	26.88	-
Public Realm (Enhanced) [Ha]	0.00	0.00	27.13	-
Land with reduced flood risk [Ha]	0.00	1,543.00	2,459.97	(62.72%)
Carriageway with reduced flood risk [km]	0.00	13.81	32.60	(42.36%)
Ground Remediation [cbm]	0.00	266,000.00	266,000.00	(100%)
Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	<b>0.68</b>	<b>849.54</b>	<b>1,124.31</b>	<b>(75.56%)</b>
Total Area of Opportunity Sites [Ha]	<b>0.68</b>	<b>753.94</b>	889.64	<b>(84.75%)</b>
Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register [Ha]	0.00	63.59	269.79	(23.57%)
Shops (Class 1) (FS_01) [sqm]	0.00	11,578.00	254,840.00	(4.54%)
Financial, Professional and Other Services (Class 2) [sqm]	0.00	0.00	38,552.00	-
Food and Drink (Class 3) [sqm]	0.00	0.00	2,725.00	-
Business (Class 4) [sqm]	<b>1,174.00</b>	<b>118,928.00</b>	<b>459,222.00</b>	<b>(25.9%)</b>
Development Platform (Gross External Area) [sqm]	0.00	0.00	<b>101,200.00</b>	-
General Industrial (Class 5) [sqm]	<b>1,151.00</b>	<b>34,672.00</b>	496,784.63	<b>(6.98%)</b>
Storage of Distribution (Class 6) [sqm]	0.00	0.00	<b>118,294.63</b>	-
Hotels and Hostels (Class 7) [sqm]	0.00	0.00	1,000.00	-
Residential Institutions (Class 8) [sqm]	0.00	0.00	14,560.00	-
Residential (Houses and Flats) (Class 9) [sqm]	<b>27,605.00</b>	<b>673,325.00</b>	2,096,837.00	<b>(32.11%)</b>
Non-residential Institutions [Class 10] [sqm]	0.00	30,669.00	<b>600.00</b>	<b>(5111.5%)</b>
Assembly and Leisure (Class 11) [sqm]	0.00	0.00	7,557.00	-
Sui Generis [sqm]	0.00	0.00	520.00	-
Visitor centres (New) [no.]	0	0	0	-
Visitors to the visitor centre [no.]	0	0	0	-
Residential Units (HLAA2018.CAPACITY) (New) [no.]	<b>260</b>	<b>10,845</b>	26,634	<b>(40.72%)</b>
Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	<b>253</b>	<b>5,103</b>	<b>13,478</b>	<b>(37.86%)</b>
Affordable Housing Units (HLAA TENURE.INT) (New) [no.]	<b>0</b>	<b>795</b>	<b>1,617</b>	<b>(49.17%)</b>
Social Housing Units (HLAA TENURE.SR) (New) [no.]	<b>0</b>	346	513	(67.45%)

Table 6.2: Outcomes Changes in period

MA	PROJECT	Output Reference	Benefit Output/Outcome	Estimated Project Benefit by 2035	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
EDC	Westerhill Development Road	LU_01_FO	Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	12.00	0.00	0.00	Future	The target for 2035 was erroneously reported as 20 in Q3
GCC	Collegelands Calton Barras	HOUS_03_FO	Affordable Housing Units (HLAA TENURE.INT) (New) [no.]	474	0	474	Green	This indicator erroneously missed in Q3; <i>Delivered Benefit to date</i> and <i>target to 2035</i> are now included
GCC	Collegelands Calton Barras	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	2,675	7	589	Green	Additional 7 unit reported in this period bringing the cumulative to date to 589
GCC	CWWEIQ	FS_10_FO	Non-residential Institutions [Class 10] [sqm]	TBC	0.00	30,669.00	Green	GCC has removed the Target to 2035 in this period PSR and added TBC (it was 30,669 in Q3)
NLC	Gartcosh/Glenboig	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	118,800.00	1,700.00	87,260.00	Green	Additional 1,700m <sup>2</sup> reported in this period bringing the cumulative to date to 87,260m <sup>2</sup>
NLC	Gartcosh/Glenboig	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,188	17	875	Green	Additional 17 unit reported in this period bringing the cumulative to date to 875
NLC	Gartcosh/Glenboig	HOUS_02_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,188	17	792	Green	Additional 17 unit reported in this period bringing the cumulative to date to 792

MA	PROJECT	Output Reference	Benefit Output/Outcome	Estimated Project Benefit by 2035	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
NLC	Gartcosh/Glenboig	LU_02_FO	Total Area of Opportunity Sites [Ha]	49.46	0.68	47.47	Green	Additional 0.68 ha reported in this period bringing the cumulative to date to 47.47
NLC	Gartcosh/Glenboig	LU_01_FO	Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	53.95	0.68	48.48	Green	Additional 0.68 unit reported in this period bringing the cumulative to date to 47.47
NLC	Ravenscraig Access Infrastructure	HOUS_02_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	700	0	24	Future	NLC added this new indicator in this period to explain that the Residential Units previously reported (see below) are all Private Housing
NLC	Ravenscraig Access Infrastructure	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	700	0	24	Future	see above
SLC	Cathkin	FS_04_FO	Business (Class 4) [sqm]	3,559.00	1,174.00	6,076.00	Complete	Additional 1,174m <sup>2</sup> reported in this period bringing the cumulative to date to 6,076m <sup>2</sup>
SLC	Greenhills Road	FS_05_FO	General Industrial (Class 5) [sqm]	188,404.00	1,151.00	8,302.00	Green	Additional 1,151m <sup>2</sup> reported in this period bringing the cumulative to date to 8,302m <sup>2</sup>
SLC	Greenhills Road	HOUS_02_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	98	98	98	Complete	Additional 98 units reported in this period completing the target to 2035
SLC	Greenhills Road	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	10,725.00	10,725.00	10,725.00	Complete	Additional 10,725m <sup>2</sup> reported in this period completing the target to 2035
SLC	Greenhills Road	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	98	98	98	Complete	Additional 98 units reported in this period completing the target to 2035
SLC	Stewartfield Way Capacity Enhancement	FS_04_FO	Business (Class 4) [sqm]	24,379.00	0.00	0.00	Green	The target for 2035 was erroneously reported as 18,987 in Q3
SLC	CGA - Hamilton	HOUS_02_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,800	33	946	Green	Additional 33 unit reported in this period bringing the cumulative to date to 946
SLC	CGA - Hamilton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	214,500.00	3,630.00	114,840.00	Complete	Additional 3,630m <sup>2</sup> reported in this period bringing the cumulative to date to 114,840m <sup>2</sup>
SLC	CGA - Hamilton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,950	33	1,044	Green	Additional 33 unit reported in this period bringing the cumulative to date to 1,044
SLC	CGA - East Kilbride	HOUS_02_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	2,044	52	822	Green	Additional 52 unit reported in this period bringing the cumulative to date to 822
SLC	CGA - East Kilbride	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	290,840.00	5,720.00	93,060.00	Green	Additional 5,720m <sup>2</sup> reported in this period bringing the cumulative to date to 93,060m <sup>2</sup>
SLC	CGA - East Kilbride	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	2,644	52	846	Green	Additional 52 unit reported in this period bringing the cumulative to date to 846
SLC	CGA - Newton	HOUS_02_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,500	26	1,180	Green	Additional 26 unit reported in this period bringing the cumulative to date to 1,180
SLC	CGA - Newton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	165,000.00	2,860.00	129,800.00	Green	Additional 2,860m <sup>2</sup> reported in this period bringing the cumulative to date to 129,800m <sup>2</sup>
SLC	CGA - Newton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,500	26	1,180	Green	Additional 26 unit reported in this period bringing the cumulative to date to 1,180
SLC	CGA - Larkhall	HOUS_02_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,750	27	358	Green	Additional 27 unit reported in this period bringing the cumulative to date to 358
SLC	CGA - Larkhall	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	203,500.00	2,970.00	55,990.00	0	Additional 2,970m <sup>2</sup> reported in this period bringing the cumulative to date to 55,990m <sup>2</sup>
SLC	CGA - Larkhall	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,850	27	509	Green	Additional 27 unit reported in this period bringing the cumulative to date to 358
WDC	EXXON	FS_15_FO	Development Platform (Gross External Area) [sqm]	101,200.00	0.00	0.00	Green	New indicator following CCR approval
WDC	EXXON	TR_14_FO	Road (New) [Km]	1.00	0.00	0.00	Green	New indicator following CCR approval
WDC	EXXON	FS_06_FO	Storage of Distribution (Class 6) [sqm]	25,000.00	0.00	0.00	Green	New indicator following CCR approval



Appendix 7: EXPECTED SPEND VS BUSINESS CASE APPROVALS BY PROJECT AT Q4 2024/25

Infrastructure Authority/Project	Projected Total Project Funding on PSR £	Projected External and Third Party Contributions on PSR £	Projected Additional Member Contributions on PSR £	Initial (2015/16) City Deal Project Funding Allocations £	City Deal Planned Project Funding Allocation as per Original programme after Member Project Virements £	Latest Projected Cumulative City Deal Spend to Complete the Project from PSR £	Previous Years City Deal Spend £	2024/25 YTD City Deal Spend from PSR £	All Years Cumulative Actual City Deal Spend to Current Quarter from PSR £	Projected City Deal Spend for full year 2024/25 from PSR £	Cumulative Projected City Deal Spend to Close 2025/26 from PSR £	Cumulative Grant Distributed to Current Quarter 2024/25 £	Grants Received but not Distributed to Current Quarter 2024/25 £	Total Funding Permitted from Approved Business Cases £	Total Funding Available from City Deal Government Grants £
ERC M77 Strategic Corridor	55,244,808	9,203,400	2,117,632	44,000,000	44,000,000	43,923,776	15,296,172	7,446,508	22,742,680	7,034,508	40,303,026			32,479,130	37,979,301
Commercial Space	5,759,548	0	0	-	5,759,548	5,759,548	-	-	-	-	170,000			-	5,759,548
Total East Renfrewshire	61,004,356	9,203,400	2,117,632	44,000,000	49,759,548	49,683,324	15,296,172	7,446,508	22,742,680	7,034,508	40,473,026	13,534,991	4,209,000	32,479,130	43,738,849
Glasgow Canal and North (Sighthill)	196,811,253	19,490,000	77,878,000	83,690,000	99,400,872	99,443,253	81,129,253	10,958,747	92,088,000	10,892,000	95,434,253			83,393,000	90,639,751
Glasgow City Centre	151,544,000	23,121,000	5,000,000	115,520,000	123,425,000	123,423,000	23,954,000	7,060,000	31,014,000	7,627,000	60,309,000			54,541,000	107,896,848
Glasgow Clyde and Waterfront	123,801,000	2,900,000	17,000	113,900,000	121,141,710	120,884,000	50,265,000	8,596,000	58,861,000	8,953,000	73,968,000			63,917,564	105,383,768
Glasgow Collegelands	31,183,000	4,183,000	0	27,000,000	27,000,000	27,000,000	6,488,000	1,557,000	8,045,000	1,993,000	12,043,000			6,488,000	21,873,850
Glasgow MGSDP	50,784,000	8,480,000	2,146,000	45,800,000	40,200,000	40,158,000	35,279,000	42,000	35,321,000	2,016,000	38,997,000			36,041,000	32,567,732
Commercial Space	15,924,564	0	0	-	15,924,564	15,924,564	-	-	-	-	300,000			-	15,924,564
Total Glasgow	570,047,817	58,174,000	85,041,000	385,910,000	427,092,146	426,832,817	197,115,253	28,213,747	225,329,000	31,481,000	281,051,253	165,454,487	1,825,000	244,380,564	374,286,513
Inchgreen	9,770,000	43,000	0	9,427,000	9,727,000	9,727,000	9,727,000	-	9,727,000	-	9,727,000			9,727,000	9,272,286
Inchgreen Pase 2	1,794,492	0	0	-	1,794,492	1,794,492	-	-	-	-	-			-	1,794,492
Inverkip	4,150,000	0	0	3,777,000	4,150,000	4,150,000	68,000	502,000	570,000	502,000	4,150,000			4,150,000	3,955,997
Ocean Terminal	20,138,000	9,700,000	0	14,214,000	13,541,000	10,438,000	10,236,000	-	10,236,000	-	10,438,000			10,438,000	10,438,000
Commercial Space	11,127,510	0	0	-	11,127,510	11,127,510	-	-	-	-	-			-	11,127,510
Total Inverclyde	46,980,002	9,743,000	0	27,418,000	40,340,002	37,237,002	20,031,000	502,000	20,533,000	502,000	24,315,000	11,803,350	267,000	24,315,000	36,588,285
North Lanarkshire A8/M8	6,479,000	0	0	12,587,000	6,634,316	6,479,000	588,000	171,000	759,000	240,000	1,260,000			1,199,000	5,374,742
North Lanarkshire Gartcosh/Glenboig	6,223,000	0	0	66,311,000	6,223,205	6,223,000	6,223,000	-	6,223,000	-	6,223,000			6,223,204	5,041,683
North Lanarkshire Pan Orbital Transport Corridor	263,280,000	0	92,231,398	93,565,000	170,893,081	171,048,602	43,226,000	5,786,000	49,012,000	4,985,000	67,091,000			67,401,826	149,735,364
Commercial Space	13,297,229	2,009,627	0	-	11,287,602	11,287,602	-	-	-	-	500,000			-	11,287,602
Total North Lanarkshire	289,279,229	2,009,627	92,231,398	172,463,000	195,038,204	195,038,204	50,037,000	5,957,000	55,994,000	5,225,000	75,074,000	43,090,254	1,656,000	74,824,030	171,439,391
Renfrewshire CWRR	117,748,000	1,791,000	16,833,193	78,290,000	99,123,807	99,123,807	90,636,000	-	90,636,000	-	99,123,807			90,636,000	88,792,224
Renfrewshire GAIAR	48,066,000	5,317,000	3,700,000	51,395,000	39,049,000	39,049,000	35,527,000	3,522,000	39,049,000	3,522,000	39,049,000			39,049,000	31,635,258
Commercial Space	8,487,807	0	0	-	8,487,807	8,487,807	-	-	-	-	4,200,000			-	8,487,807
Total Renfrewshire	174,301,807	7,108,000	20,533,193	129,685,000	146,660,614	146,660,614	126,163,000	3,522,000	129,685,000	3,522,000	142,372,807	73,356,460	1,716,000	129,685,000	128,915,289
	0														
South Lanarkshire Cathkin Relief Road	16,000,168	0	0	21,628,457	16,028,457	16,000,168	15,246,509	413,715	15,660,224	413,715	16,000,168			16,028,000	12,985,335
South Lanarkshire Council Community Growth Areas	120,125,329	37,816,516	22,840,719	62,300,000	58,970,000	59,468,094	30,094,561	2,145,979	32,240,540	6,298,240	55,900,975			36,727,000	47,774,108
South Lanarkshire Greenhills	35,950,000	2,520,000	1,400,000	23,088,011	32,018,011	32,030,000	32,030,000	-	32,030,000	-	32,030,000			32,018,000	25,939,154
South Lanarkshire Stewartfield Way	30,000,000	0	0	62,212,230	30,012,230	30,000,000	871,364	36,039	907,403	36,039	3,707,403			4,705,500	24,314,185
East Kilbride Town Centre	50,300,000	0	7,024,081	-	43,275,919	43,275,919	-	213,404	213,404	213,404	5,030,000			3,220,000	46,135,584
Commercial Space	11,075,919	0	0	-	11,075,919	11,075,919	-	-	-	-	1,750,000			-	11,075,919
Total South Lanarkshire	263,451,416	40,336,516	31,264,800	169,228,698	191,380,536	191,850,100	78,242,434	2,809,137	81,051,571	6,961,398	114,418,546	64,275,944	509,000	92,698,500	168,224,285
West Dunbartonshire -EXXON	46,932,156	0	17,209,314	27,897,000	29,722,842	29,722,842	6,779,000	4,586,863	11,365,863	4,586,338	29,722,842			27,897,000	25,905,582
Commercial Space	1,825,842	0	0	-	1,825,842	1,825,842	-	-	-	-	-			-	1,825,842
Total West Dunbartonshire	48,757,998	-	17,209,314	27,897,000	31,548,684	31,548,684	6,779,000	4,586,863	11,365,863	4,586,338	29,722,842	5,613,681	3,468,000	27,897,000	27,731,424
Airport Link	2,933,550	0	0	144,294,000	2,933,550	2,933,550	2,933,550	-	2,933,550	-	2,933,550	2,933,550		2,933,550	2,933,550
Clyde Metro	12,375,140	160,000	0	-	12,215,450	12,215,140	67,140	927,860	995,000	928,000	6,961,140	70,290	924,000	12,215,450	12,215,450
New Regional Project(s)	0	0	0	-	-	-	-	-	-	-	-	-		-	-
Inflation Fund Projects	0	0	0	-	-	-	-	-	-	-	-	-		-	-
EDC - Place and Growth	38,793,832	0	1,964,685	30,000,000	36,844,482	36,829,147	4,063,796	2,558,358	6,622,154	2,219,235	8,544,501			10,561,178	31,963,482
Commercial Space	1,963,482	0	0	-	1,963,482	1,963,482	-	-	-	-	750,000			-	1,963,482
Total East Dunbartonshire	40,757,314	-	1,964,685	30,000,000	38,807,964	38,792,629	4,063,796	2,558,358	6,622,154	2,219,235	9,294,501	4,422,993	870,000	10,561,178	33,926,964
TOTAL INFRASTRUCTURE	1,509,888,629	126,734,543	250,362,022	1,130,895,698	1,135,776,698	1,132,792,064	500,728,345	56,523,473	557,251,818	62,459,479	726,616,665	384,556,000	15,444,000	651,989,402	1,000,000,000

Appendix 8: PROJECT FUNDING AND ACTUAL SPEND VS GRANT DRAWDOWN AT QUARTER 4 2024/25

Infrastructure Authority/Project	Projected Cumulative Spend £	Cumulative Projected Spend to Close 2024/25 £	Grant Allocation Cumulative to Date £	Previous Years Total Claim £	Q1 Claim to end June 2024 £	Q2 Claim to end Sept 2024 £	Q3 Claim to end Dec 2024 £	Q4 Claim to end Mar 2025 £	Total Claim 2024/25 £	Cumulative to Current Quarter Grant Claim £	Total Funding Permitted from Approved Business Cases £	Total Funding Available from City Deal Government Grants £
ERC M77 Strategic Corridor	49,683,324	40,303,026		15,650,517	357,060	1,919,453	2,338,744	3,145,969	7,761,226	23,411,743	32,479,130	37,979,301
<b>Total East Renfrewshire</b>	<b>49,683,324</b>	<b>40,303,026</b>	<b>13,534,991</b>	<b>15,650,517</b>	<b>357,060</b>	<b>1,919,453</b>	<b>2,338,744</b>	<b>3,145,969</b>	<b>7,761,226</b>	<b>23,411,743</b>	<b>32,479,130</b>	<b>37,979,301</b>
Glasgow Canal and North	99,443,253	95,434,253		81,093,220	40,282	769	16,564	10,513,801	10,571,416	91,664,636	83,393,000	113,669,320
Glasgow City Centre	123,423,000	60,309,000		23,010,602	2,815,126	1,319,712	1,048,368	2,871,739	8,054,945	31,065,547	54,541,000	74,342,431
Glasgow Clyde and Waterfront	120,884,000	73,968,000		47,401,508	2,805,814	2,786,329	3,750,910	1,405,065	10,748,118	58,149,626	63,917,564	87,123,212
Glasgow Collegelands	27,000,000	12,043,000		6,487,800	1,158,507	7,167	18,108	369,512	1,553,294	8,041,094	6,488,000	8,843,507
Glasgow MGSDP	40,158,000	38,997,000		34,252,920	803,700	5	16,539	247,398	1,067,642	35,320,562	36,041,000	49,125,897
<b>Total Glasgow</b>	<b>410,908,253</b>	<b>280,751,253</b>	<b>165,454,487</b>	<b>192,246,050</b>	<b>7,623,429</b>	<b>4,113,982</b>	<b>4,850,489</b>	<b>15,407,515</b>	<b>31,995,415</b>	<b>224,241,465</b>	<b>244,380,564</b>	<b>333,104,367</b>
Inchgreen	9,727,000	9,727,000		8,365,220	-	-	-	-	-	8,365,220	9,727,000	9,467,487
Inverkip	4,150,000	4,150,000		64,066	67,798	227,783	79,254	131,454	506,289	570,355	4,150,000	4,039,279
Ocean Terminal	10,438,000	10,438,000		10,229,772	6,652	-	-	14,863	21,515	10,251,287	10,438,000	10,159,518
<b>Total Inverclyde</b>	<b>24,315,000</b>	<b>24,315,000</b>	<b>11,803,350</b>	<b>18,659,058</b>	<b>74,450</b>	<b>227,783</b>	<b>79,254</b>	<b>146,317</b>	<b>527,804</b>	<b>19,186,862</b>	<b>24,315,000</b>	<b>23,666,284</b>
North Lanarkshire A8/M8	6,479,000	1,260,000		586,148	38,903	53,086	- 7,460	87,790	172,319	758,467	1,199,000	2,385,439
North Lanarkshire Gartcosh/Glenboig	6,223,000	6,223,000		6,223,204	-	-	-	-	- 871,248	5,351,956	6,223,204	12,381,212
North Lanarkshire Pan Orbital Transport Corridor	171,048,602	78,378,602		43,225,731	2,274,465	1,620,304	75,904	1,810,003	5,780,676	49,006,407	67,401,826	134,097,535
<b>Total North Lanark</b>	<b>183,750,602</b>	<b>85,861,602</b>	<b>43,090,254</b>	<b>50,035,083</b>	<b>2,313,368</b>	<b>1,673,390</b>	<b>68,444</b>	<b>1,897,793</b>	<b>5,081,747</b>	<b>55,116,830</b>	<b>74,824,030</b>	<b>148,864,186</b>
Renfrewshire CWRR	99,123,807	99,123,807		96,632,070	- 18,348,734	-	-	-	- 18,348,734	78,283,336	90,636,000	78,233,908
Renfrewshire GAIAR	39,049,000	39,049,000		35,526,307	- 1,799,245	-	-	-	- 1,799,245	33,727,062	39,049,000	33,705,767
<b>Total Renfrewshire</b>	<b>138,172,807</b>	<b>138,172,807</b>	<b>73,356,460</b>	<b>132,158,377</b>	<b>- 20,147,979</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- 20,147,979</b>	<b>112,010,398</b>	<b>129,685,000</b>	<b>111,939,675</b>
South Lanarkshire Cathkin Relief Road	16,000,168	16,000,168		15,295,461	-	223,233	- 161,433	97,922	159,722	15,455,183	16,028,000	26,165,494
South Lanarkshire Council Community Growth Areas	59,468,094	55,900,975		29,985,225	-	881,676	- 657,489	594,661	818,848	30,804,073	36,727,000	59,956,333
South Lanarkshire Greenhills	32,030,000	32,030,000		30,762,475	-	1,267,524	1	-	1,267,525	32,030,000	32,018,000	52,268,954
South Lanarkshire Stewartfield Way	30,000,000	3,707,403		581,041	-	296,994	16,284	13,085	326,363	907,404	4,705,500	7,681,665
<b>Total South Lanarkshire</b>	<b>137,498,262</b>	<b>107,638,546</b>	<b>64,275,944</b>	<b>76,624,202</b>	<b>-</b>	<b>2,669,427</b>	<b>- 802,637</b>	<b>705,668</b>	<b>2,572,458</b>	<b>79,196,660</b>	<b>89,478,500</b>	<b>146,072,446</b>
West Dunbartonshire -EXXON	29,722,842	29,722,842	-	6,058,000	-	-	-	5,307,863	5,307,863	11,365,863	<b>27,897,000</b>	<b>24,079,740</b>
Airport Link	2,933,550	2,933,550	<b>2,933,550</b>	2,933,550	-	-	-	-	-	2,933,550	<b>2,933,550</b>	<b>132,078,550</b>
Clyde Metro	12,215,140	6,961,140	<b>70,290</b>	59,140	12,200	-	27,479	853,673	893,352	952,492	<b>12,215,450</b>	<b>12,215,450</b>
New Regional Project(s)	-	-	-	-	-	-	-	-	-	-	-	-
Inflation Fund Projects	-	-	-	-	-	-	-	-	-	-	-	-
EDC Place and Growth	36,829,147	8,544,501	-	700,000	-	-	4,803,547	1,100,912	5,904,459	6,604,459	<b>10,561,178</b>	<b>30,000,000</b>
										-		
<b>TOTAL INFRASTRUCTURE</b>	<b>1,026,028,927</b>	<b>725,204,267</b>	<b>374,519,326</b>	<b>495,123,977</b>	<b>- 9,767,472</b>	<b>10,604,035</b>	<b>11,365,320</b>	<b>28,565,710</b>	<b>39,896,345</b>	<b>535,020,322</b>	<b>648,769,402</b>	<b>1,000,000,000</b>

Appendix 9: PMO BUDGET AS AT PERIOD ENDED 31 MARCH 2025

Title	Original Approved Budget 2024/25	Actual Costs to Period 13	Probable Outturn 24/25	Budget Variance
<b>Total PMO Salary Costs</b>	<b>1,913,352</b>	<b>1,884,822</b>	<b>1,885,229</b>	<b>-28,124</b>
<b>Third Party Costs</b>	<b>59,300</b>	<b>2,700,365</b>	<b>3,343,885</b>	<b>3,284,585</b>
Internal Audit Fees	23,300	6,477	23,300	0
External Audit	18,000	3,212	18,000	0
Marketing	10,000	5,500	5,500	-4,500
Intelligence Hub:	8,000	25,908	25,908	17,908
SPF Multiply Marketing costs	0	95,027	95,027	95,027
SPF Clyde Climate Forest costs	0	109,910	109,910	109,910
SPF Extend Strathclyde Uni. costs	0	55,175	55,175	55,175
5GIR costs	0	2,010,698	2,622,607	2,622,607
Clyde Mission	0	16,249	16,249	16,249
Innovation Accelerator	0	12,500	12,500	12,500
Investment Zone	0	18,769	18,769	18,769
Additional Spend Utilising Credit Recharge	0	340,940	340,940	340,940
<b>Others</b>	<b>142,102</b>	<b>137,687</b>	<b>137,687</b>	<b>-4,415</b>
Provisions	2,000	0	0	-2,000
Supplies	2,000	679	679	-1,321
EfHL Costs	34,802	40,271	40,271	5,469
Sniffer for Climate Ready Clyde	88,000	88,000	88,000	0
Teomach (Widcat Applic's) - Cenefits licences	4,800	4,800	4,800	0
CITB Labour Market Tool	3,500	0	0	-3,500
Meetings, Workshops and Catering	2,000	1,013	1,013	-987
Training	5,000	2,924	2,924	-2,076
<b>Total PMO, Intelligence Hub and Portfolio Development Actual and Projected Spend</b>	<b>2,114,754</b>	<b>4,722,874</b>	<b>5,366,801</b>	<b>3,252,046</b>
<b>Funding</b>				
5GIR Grant 24/25	£0	(£2,622,607)	(£2,622,607)	(£2,622,607)
SiPHER funding	(£61,459)	£0	£0	£61,459
Clyde Mission	(£97,260)	£0	(£75,904)	£21,356
5G Innovation Region	(£100,554)	£0	£0	£100,554
SPF Multiply funding of post	(£41,312)	(£387,519)	(£387,519)	(£346,207)
Health Foundation Funding	(£34,802)	(£100,073)	(£100,073)	(£65,271)
Innovation Accelerator	£0	(£299,583)	(£12,500)	(£12,500)
Intelligence Hub - Scottish Cities Alliance	(£4,000)	(£2,850)	(£2,850)	£1,150
ClydePlan Staff Funding 24/25	£0	(£120,818)	(£115,420)	£115,420
Clydeplan contribution to Land Valuation Report	£0	(£25,000)	(£25,000)	(£25,000)
Climate Ready Clyde from MA's 24/25	(£88,000)	(£88,000)	(£88,000)	£0
Funding from Member Authorities 24/25	(£1,347,438)	(£1,347,438)	(£1,347,438)	£0
<b>Total Funding</b>	<b>(£1,774,825)</b>	<b>(£4,993,888)</b>	<b>(£4,777,311)</b>	<b>(£2,771,646)</b>
<b>Balances Brought Forward from Prior Years as at 1/4/24</b>			(1,929,418.00)	
Cumulative (Surplus)/deficit reported as at Period 13 (Quarter 4)			589,490.10	
<b>Anticipated Net (Surplus)/Deficit Carried Forward at 31/3/25</b>			<b>(1,339,927.91)</b>	

Appendix 10a: RES ANNUAL IMPLEMENTATION PLAN 2024/25 MONITORING (RAG STATUS DEFINITIONS IN ENDNOTES)

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_1	City Deal Programme	Deliver key project milestones as set out within City Deal Annual Implementation Plan	April 2024-March 2025		Of the City Deal's <b>22</b> Projects: no project is reported Red status; 1 is fully Complete - Gartcosh/Glenboig Community Growth Area Project; 2 are reporting at Amber status; and <b>19 are reporting at Green. All Strategic Business Cases (20) , Outline Business Cases (30) and Strategic Outline Programme Business Cases (1) are now complete. 64 of 106</b> Full Business Cases are now complete. A review of the Programme has been completed. Governments have both agreed the reallocation of funding to address unforeseen inflation costs. Project scope and milestones have also been restated.	Green	30/04/2025
RES_2	Innovation Programme	Deliver Innovation Accelerator Programme	Mar-25		The UK Government has allocated a further £10 million to the GCR Innovation Accelerator programme for activities in 2025/6 and officers have worked with the eleven projects to determine their needs, ability to deliver and progress so far. Recommendations for further funding of eight of the projects have been agreed at the GEL Innovation Group and will be supported through the Innovate UK submission process for a controlled start on 1 April.	Green	30/04/2025
RES_3	Innovation Programme	Deliver the Innovation Action Plan (Ecosystem, Identity, Assets & Infrastructure, Skills, Inclusion)	Ongoing		ICE enabling infrastructure, supported through the GCR City Deal, has been completed. GAIA works are complete and the Medicines Manufacturing Innovation Centre is now operational. NMIS operational in 2023. Renfrewshire Council is completing installation of a fifth-generation renewable energy network which is the first of its kind in Scotland and will supply facilities with heating and hot water. It is estimated that £185m of investment has already been attracted into AMIDs. Enabling works for the WE&W Innovation District are being supported through the CWWEIQ City Deal project - Govan-Partick Bridge is progressing well and Byres Road Public Realm works have commenced. Update on benefits delivered by innovation projects was included in the APR 2024/25. The Action Plan is being update. This is being informed by a series of baseline activities for ecosystem, infrastructure and investment workstreams. A working group for skills has been established and has a series of priorities actions. Priorities are also being defined for the inclusion and identity workstreams. Member authorities will be asked to join groups at the next EDG.	Green	01/05/2025
RES_4	Innovation Programme	Deliver the benefits of the City Deal Innovation Projects: Continued delivery and benefits realisation (ICE, AMIDs, CWWEIQ)	Ongoing		ICE enabling infrastructure, supported through the GCR City Deal, has been completed. GAIA works are complete and the Medicines Manufacturing Innovation Centre is now operational. NMIS operational in 2023. Renfrewshire Council is completing installation of a fifth-generation renewable energy network which is the first of its kind in Scotland and will supply facilities with heating and hot water. It is estimated that £185m of investment has already been attracted into AMIDs. Enabling works for the WE&W Innovation District are being supported through the CWWEIQ City Deal project - <b>Govan-Partick Bridge is now open and Byres Road Public Realm Phase 1 works are substantially complete.</b> Update on benefits delivered by ICE were included in the <b>APR 2024/25</b> . Renfrewshire Council economic development staff to attend Lead Officers' Group going forward to update on benefits realisation.	Green	30/04/2025
RES_5	Innovation Programme	Develop Local Authority Economic Baselines and Specialisms to support local strategies and LDPs.	Dec-25		The Hub is using its evidence base to provide local authority baselines. The aim is to provide a wider economic baseline for each member authority (upon request) which looks at current position and identifies key sectoral specialisms . The East Renfrewshire Baseline was completed in February 2024. Baselines for Renfrewshire and East Dunbartonshire have just been completed.	Green	01/05/2025
RES_6	Innovation Programme	Develop profiles on GCR's Economic Clusters	Feb-25	Jul-25	A draft document has been created by the Intelligence Hub and this will be further enhanced and updated on the release of new data sources in February 2025. <b><i>This is currently being updated to support the RES_3 Action</i></b>	Amber	01/05/2025
RES_7	Investment Programme	Develop Proposal for GCR Investment Zone	Mar-25	Jul-25	GCR was awarded one of two Investment Zones in Scotland in summer 2023. The GCR IZ provides £160m grant funding over a 10 year period. The investment is designed to support the growth of a particular sector within GCR, with either Capital, Revenue or Tax Incentives. To access the funding GCR has to submit an IZ proposal to UK and Scottish Governments for approval. Objectives for the GCR IZ have been agreed by CEG & Cabinet, together with the UK & Scot Gov. The GCR IZ proposal will be developed following the conclusion of the Phase 2 application 'open call'. The call is for private sector and academic partners to submit bids to access the GCR IZ funding. The Eligibility is restricted to organisations that operate in the Advanced Manufacturing, Life Science and Digital Tech sectors. The application process closed 31 March '24. A total of 41 applications were received, with an overall project value of just under £1.9bn (£640m grant, £1.24bn match). There were 25 applications from the Advanced Manufacturing Sector, 10 from Digital Tech and 6 from Health and Life Sciences. <b><i>Following approval of the GCR IZ 'short-list' at the last meeting of the GCR Cabinet, the GCR PMO has been working with the shortlisted bidder to develop the Gateway 4 submission. Draft 1 of Gateway 4 is due 2 May 2025, with an updated version due to be submitted to UK and Scottish Government by 27 June 2025.</i></b> <b><i>Renfrewshire Council have also commission KPMG to provide advice and guidance on the development of the proposed Tax Site.</i></b> <b><i>An update report will be presented to both CEG and Cabinet in May 2025.</i></b>	Amber	30/04/2025
RES_8	Investment Programme	Produce options to establish a Regional Investment Fund to support the strategic economic development of GCR.	Jun-25		A review of investment funds across the UK has been undertaken by the Intelligence Hub and discussions have taken place with providers. Further work is on hold until a funding source is established	Green	22/01/2025



Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_9	Clyde Mission	Develop a Strategic Masterplan for Clyde Mission	Sep-25		A three stage assessment process will now be undertaken. Funding from the Scottish Government for the Strategic Masterplan will come forward in FY2025-26. A consultancy brief has been drafted and will be reviewed by a Short Term Working Group involving partner organisations. Procurement strategy is being developed with a view to commencing procurement in April 2025. Consultants to be appointed in July 2025 to commence Strategic Masterplan and this will be complete by March 2026. <b><i>Procurement has commenced and the Strategic Masterplan is on track.</i></b>	Green	30/04/2025
RES_10	Clyde Mission	Design the Heat Decarbonisation Fund scheme	Mar-25	Nov-25	- Quality Threshold Assessment by the GCR PMO. The Scottish Government has indicated that funding for the HDF will commence from FY 2025-26. Work has commenced to design compliant scheme objectives and eligibility criteria for agreement with partners. <b><i>Scheme design has commenced, including engagement with key stakeholders and it likely to conclude in autumn 2025.</i></b>	Amber	30/04/2025
RES_11	Sustainable City Region Programme	Deliver the Green Network Blueprint	Ongoing		- Project Assessment pack with additional cluster information provided by the GCR Intelligence Hub. The Green Network team have been successfully migrated into GCR Place and work continues to deliver the Blueprint. <b><i>Activities to deliver the Green Network continues with the team supporting MAs with LDP Evidence Reports</i></b>	Green	30/04/2025
RES_12	Sustainable City Region Programme	Support the delivery of Clyde Climate Forest	Ongoing		- Strategic Assessment, chaired by Kevin Rush, with additional reviews provided by sectoral specialists in Innovate UK and SE. Funding has been secured of Clyde Climate Forest to continue operating across FY 2025-26 and a funding bid has been made to the Heritage Lottery Fund to expand the team's delivery capabilities. <b><i>CCF resource funding secured for 2025/26, a strategic review of CCF was undertaken in March, planting activities in the final two Target Neighbourhoods was completed and opportunities to build upon this success are being investigated.</i></b>	Green	30/04/2025
RES_13	Sustainable City Region Programme	Progress the Glasgow City Region Climate Adaptation Strategy Action Plan	Ongoing		The Head of Place has joined the Climate Ready Clyde and GALLANT project boards. An independent review of progress with the Climate Adaptation Strategy has informed a re-focussing of CRC priorities. No further update this reporting cycle.	Green	30/04/2025
RES_14	Clyde Metro Programme	Support the development of the Case for Investment for Clyde Metro, including the provision of intelligence and policy support towards the broader placemaking element	Feb-27		The Head of the GCR PMO, Intelligence Hub Manager, and Head of Place are members of the Local Authority Senior Officers' Group that will provide ongoing support to the Clyde Metro Project Team. A detailed progress report on the project was presented to the CEG on 24 October 2024 and set out an updated milestone for completion of the Case for Change to February 2027.	Green	30/04/2025
RES_15	Housing Retrofit Programme	<b><i>Deliver the</i></b> GCR Regional Retrofit Strategy	Feb-25	Feb-28	<b><i>The Regional Retrofit Strategy and Action Plan was presented and approved by GCR Cabinet on 25 February 2025. The content of this strategy was promoted during Retrofit Action Week and as part of the Glasgow's Retrofit Summit held between 11-13 February. The GCR Housing Retrofit Delivery Group will consider the action plan as a standing item on their 6 weekly agenda to start to progress actions. GCR PMO and GCC will attend a roundtable hosted by the Existing Homes Alliance on 20 May to explore the importance of establishing One Stop Shop/ Retrofit Agency in the delivery of retrofit at scale. This action has been amended to now cover the delivery of the Strategy until February 2028.</i></b>	Amber	29/04/2025
RES_16	Housing Retrofit Programme	Support MAs and Partners to Engage on Domestic Retrofit (e.g. Retrofit Awareness Week).	Feb-25		Working through the Housing Retrofit Delivery Group, GCR is supporting the Retrofit Awareness Week event that will take place 8-16 Feb 2025, with the Glasgow Retrofit Action Summit taking place from 10-12 Feb 2025. The Retrofit Awareness Week will encompass a range of activities to raise awareness of the work being undertaken by the MAs and other organisations across GCR. Supporting broader efforts to collaborate around retrofit activity among regional partners is at the core of the emerging Regional Retrofit Strategy. <b><i>Retrofit Action Week and the Retrofit Summit took place between 8-16 Feb. GCR presented at the Retrofit Summit sharing some of the content of the Regional Retrofit Strategy. The Retrofit Summit received the highest number of attendees yet with over 498 delegates. All GCR MAs were invited to participate in Retrofit Action Week with proposals to widen the regional approach in coming years.</i></b>	Complete	29/04/2025
RES_17	Housing Retrofit Programme	Improve use of Existing Retrofit Funding (EES: ABs)	Jun-25		The main source of funding for domestic retrofit is through the SG's EES:ABs investment programme which is allocated directly to MAs. MAs have identified a number of issues impacting on their ability to spend their grant allocations and maximise the benefits for local residents. These challenges include: - SG grant conditions and timescales; - internal local authority processes; and, - wider market and commercial challenges relating to retrofit delivery. The HRDG drafted a letter that was sent by the Director of Regional Economic Growth to the SG in Feb'24 highlighting these issues. Practical proposals on how to mitigate or address these issues have been included in the Regional Retrofit Strategy which will be presented to GCR Cabinet on 25 February 25. <b><i>The Regional Retrofit Strategy and Action Plan 2025-2028 was approved by GCR Cabinet on 25 February. This included a specific action to further engage with SG around ABS funding to seek to secure multi-year funding allocations that enable MAs to establish longer term local retrofit delivery plans. GCC ABS officers participated in an 'ABS officer day' hosted by the Scottish Government and awaiting the outcomes of this session ahead of sharing with the HRDG for consideration.</i></b>	Green	29/04/2025



Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_18	Housing Retrofit Programme	Deliver the 5G Innovation Region (Smart and Connected Social Places) - Net Zero Sensors and Metrics Project	Mar-25		<p>Net Zone Social Assets (Green)</p> <p>50 houses have sensors installed out of circa 300 letters sent.</p> <p>15 properties have been in touch with CaCHE for further research, they would like 20. Initial interviews and questionnaires received.</p> <p>We are liaising with N3rgy regarding obtaining Gas Readings Consent. Confusion around consent and verification being worked through.</p> <p><b><i>The work is now completed and will be wrapped into Phase 2</i></b></p>	Complete	01/05/2025
RES_19	Future Skills Programme	Improve & develop GCR Employer Engagement arrangements.	May-25		<p>To support the work of the Regional Skills Devolution Group (RSDG), officers from the PMO are working with a number of strategic partners including; the Glasgow Economic Leadership (GEL) and the Glasgow Chamber of Commerce, to develop a more effective approach to employer engagement - with the express purpose of future skills planning. Actions may include the broadening out of the existing Glasgow Employment &amp; Skills Board and linking in with Glasgow City Council on their developing methodology for Employer Engagement, supported by the Centre for Civic Innovation.</p> <p>The CCI will host a session with partners to develop design methodology around employer engagement.</p> <p>In addition, the initial focus of Employer Engagement will be towards the four priority sectors identified by the RSDG; Maritime, Heat Decarbonisation, Local Government and the Investment Zone.</p> <p><b><i>Work already taken forward will support the design and development of employer engagement in relation to GCR as a Living Wage Place, the Foundational Economy Pilot and the Good Employment Charter. These three interventions will now be taken forward as a programme by the GCR PMO.</i></b></p>	Green	30/04/2025
RES_20	Future Skills Programme	Deliver the Local Government Skills Project, including for planning roles and scoping a wider programme of activity.	May-25		<p>Led by Fiona Whittaker, Head of People (NLC), activity is being taken forward to address various identified skills shortages in Local Government across the eight Member Authorities. The first area of focus is 'Planning'. In partnership with UWS a 'graduate apprenticeship' programme is being developed. It is anticipated that both a 2-year 'Masters' and a 4-year 'undergrad' course will commence in 2025. MAs have been asked to commit to a number of places for inclusion these courses in order to meet their own demand for planning officers.</p> <p><b><i>An initial cohort of participants have commenced the UWS 2-year Masters programme in Jan '25. A further 27 individuals have been identified for the 4-year degree programme, commencing in September '25.</i></b></p> <p><b><i>Attention will now focus on a similar approach to Environmental Health, which face similar challenges.</i></b></p> <p><b><i>Following a review of Local Government Training Opportunities a number of Member Authorities have committed to explore paid work experience places and intern positions., within their Local Authorities. This will build on best practice, developed by other MAs. An update report will be presented to CEG in May 2025.</i></b></p>	Green	30/04/2025
RES_21	Future Skills Programme	Heat Decarbonisation Skills: Map provision and estimate upskilling requirements	Dec-25		<p>Robin Ashton, Vice-Principal, Glasgow Kelvin College, is undertaking a review of college training provision for Heat Decarbonisation across the six FE colleges in GCR. It is expected this review will report in Autumn 2024.</p> <p>The review has been completed and presented to the RSDG. Next steps are now being determined.</p> <p><b><i>Given the expected shift in UK Government policy in relation to Net Zero this action will be reviewed as to reflecting the emerging national policy, especially in relation the implications of Heat in Buildings Bill.</i></b></p>	Green	30/04/2025
RES_22	Future Skills Programme	Maritime: Measure Apprenticeship demand and recommendations from Rand Report	Dec-25		<p>Led by Skills Development Scotland and BAE systems Rand consultants have been commissioned to undertake a study of the maritime sector in the region. Report is due to be finalised and published Oct '24.</p> <p>The report has been finalised and presented to the RSDG. SDS are now working with partners to determine next steps - this will include the GCR PMO.</p> <p><b><i>As per the recommendation within the RAND report an industry led 'WORC' group has been established. The WORC group will guide the development of activity to utilise the £2m funding secured to support skills development within the Maritime sector in the GCR.</i></b></p>	Green	30/04/2025
RES_23	Future Skills Programme	Regional Skills Devolution Group: work to progress the proposals to devolve skills decisions to GCR.	Mar-25	Jul-25	<p>Following the creation of the RSDG in September '23, the RSDG has developed '4 asks' of Scottish Government. These asks have been communicated to SG and dialogue with SG officials is ongoing. Liz Connolly, Principal (West College Scotland) has taken on the role of Chair of the RSDG (August '24). In addition, Skills Devolution will form one of the key priorities for GCR in the coming 12 months, with the expectation that the RSDG will be formalised in GCR structures.</p> <p>Progress to date with SG has been slow, with the hope that a renewed focus in the next quarter can yield progress which is why this has been flagged as amber for this reporting period.</p> <p>It is proposed that the RSDG focus is now on the four priority sectors; Maritime, Heat Decarbonisation, Local Government and Investment Zone. Therefore RSDG activity directly supports these four sectors in the first instance, rather than the wider regional economy. Once an approach and methodology has been developed and tested it would then be rolled out more widely. RAG status will remain at Amber until actions have been agreed by the RSDG. <b><i>The Minister for FE and HE , Graeme Dey, will visit GCR on 27 May to meet with members of the RSDG.</i></b></p>	Amber	30/04/2025

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_24	Future Skills Programme	Develop skills programmes to support the Investment Zone and Innovation Action Plan	Mar-25	Sep-25	<p>A percentage of the GCR IZ grant has been ring-fenced for the development of a skills and business support programme. While the bulk of the allocation will be grant funding to individual projects, the remainder will be used to build a programme of skills development to directly support the direct supply chain and skills to the chosen sector. The programme will be developed in partnership with relevant stakeholders across HE/FE.</p> <p>GCC are currently leading on the development of a skills programme to support the IAP. College Local Innovation Centres (CLIC) pilot project, funded by the Innovate UK Further Education Innovation Fund. The programme will help businesses across the Glasgow City Region gain access to comprehensive support and guidance on embedding and embracing innovation within their organisations. The hubs will support businesses in a number of sectors including health, sustainability, and digital.</p> <p>In the development of the Gateway 4 GCR IZ submission GCR PMO and partners will develop the skills programme to support the IZ programme. It is expected that a range of regional partners will be involved in both the development and delivery of this intervention. Governance for the GCR IZ Skills programme will align with the Innovation Accelerator</p> <p><b><i>As the GCR IZ Gateway 4 proposals are developed the proposed skills programme will be refined. It is expected there will be input from both organisation benefiting from the direct GCR IZ grant funding and SDS/SE will contribute to the design of the programme.</i></b></p>	Amber	30/04/2025
RES_25	Future Skills Programme	Skills analysis: develop a methodology for looking at future skills needs of different sectors	Mar-25	Jul-25	The Intelligence Hub will consult with regional partners to develop the methodology which will be finalised before the end of March 2025. <b><i>This work is on-going with work to support RES_3.</i></b>	Amber	01/05/2025
RES_26	Future Skills Programme	Support the delivery of the Multiply Programme	Mar-25		<p>Work has been underway since October 2023 to scope and deliver a Regional comms and marketing campaign / approach for Multiply. This has included the appointment of agencies / work for creative look and feel and for media buying an planning, the setting up of a telephone response line and new website, and various campaign activities via radio advertising, bus advertising, posters in key transport hubs and online and digital advertising. An engagement resource has been in place since <b><i>May 24 to provide support and to enlist the support of key stakeholder organisations and agencies.</i></b> A summary report of work to date was completed in August 2024. Various other strands of work were progressed to promote Multiply at a Regional level, including a Partner Toolkit which provided stakeholders with messaging, information and resources to support them to promote Multiply to their staff, clients and / or customers. A monthly meeting with the officers delivering Multiply was established to share learning and better coordinate activities. <b><i>Two numeracy related Podcast were developed working with Sunny Govan Radio / promoted which sought to build capacity and promote courses. The Podcasts were promoted widely and related content included on the Multiply123 website. As we reach the programme conclusion, final activities included a Stakeholder Event in late March to gain collective feedback and learning, with a summary report produced which set out finding from four workshops. An online survey has also been developed and was promoted to course participants, running throughout April. And finally, a summary report of findings from the Regional Marketing of Multiply will be produced, with learning and recommendations included.</i></b></p>	Complete	24/04/2025
RES_27	Economy and Health Programme	Develop Strategic Business Case for refreshed Healthy Working Lives programme for GCR businesses to support people to sustain healthy working lives.	Mar-25	Sep-25	<p>Work to progress the FBC is ongoing, led by the PMO with the support of a small Steering and Development Group. Alongside the content of the strategic case, an employer engagement exercise has been carried out to identify potential project options, and further individual discussions have taken place with stakeholders. An initial options framework has been developed. The options appraisal process will be complex due to the requirement to consider the potential for both improving existing services/offers and introducing new interventions to fill the identified gaps, and the broad nature of the issue itself. In addition, connections have been made with related work at Scottish Government, Prosper, and the University of Glasgow. Next steps will include setting out options and developing a collaborative process to discuss and shortlist these. <b><i>Further work is being undertaken to review the draft business case and align the options with the activities of the SG and PHS.</i></b></p>	Amber	23/04/2025
RES_28	Economy and Health Programme	Secure accreditation with Living Wage Scotland to make GCR a Living Wage Place	Nov-27		<p>Living Wage Place Action Group established, co-chaired by the Director of Regional Economic Growth and the Chief Executive of a small retail business located in Glasgow City. <del>Co-chair arrangement being sought with private sector partner.</del> Working with Living Wage Scotland, private, public and third sector members acting as champions and advocates for Living Wage accreditation via Action Group membership. The Action Plan includes milestones for number of Living Wage accredited businesses in the Region, and number of workers receiving an uplift in their pay as a result of these accreditations. Action Plan approved by Cabinet, and social media launch of campaign (5/11/24). While the initial work of establishing the Living Wage campaign has been delivered, accreditation with Living Wage Scotland is a three-year process that begins at the campaign launch date. This is reflected in the timescale for this action - November 2027. Action Group meets quarterly, with a mix of in-person and online sessions. Progress in terms of number of new accreditations is on target. <b><i>In person event to be developed and delivered by end of year one (November '25).</i></b></p>	Green	23/04/2025

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_29	Economy and Health Programme	Establish and embed a GCR Good Employment Charter	Feb-25	Nov-25	Following approval to establish a regional good employment charter, a survey to gather views from employers on the focus, content, and management of the Charter was undertaken, with the findings used to shape the Charter content. The draft Charter discussed by EDG and the regional Anchor Network. EDG consulted on the preferred delivery model to deliver the Charter objectives. Series of discussions held with those managing similar schemes in other places, including Belfast City, North of England, West of England, and Greater Manchester Combined Authorities. PMO undertaking an assessment of capacity and resource required to support the further development and delivery of the charter, in line with the preference for a model that is embedded regionally. <b><i>Delay in delivery reflects the need to resource appropriately prior to launch . Current expectation is to take a proposal to November Cabinet. Full proposal to Cabinet for approval in May '25.</i></b> Capacity and resource requirements closely aligned to Foundational Economy Challenge Fund work with good progress being made in identifying crossovers and commonalities and plan to appropriately resource.	Amber	23/04/2025
RES_30	Economy and Health Programme	Pilot ‘Economies for Healthier Lives’ CHIA Toolkit on key GCR projects: Metro Business Case, existing MA retrofit investment, and EVCI.	Dec-24	Aug-25	Training needs have been established in collaboration with Public health Scotland/ Health Impact Assessment Support Unit (HIASU) and piloted to project leads in late October 2024. <b>A CHIA training course has been developed by GCPH and offered to all Local Authorities within Glasgow City Region, it will take place on 7 May 2025. Regional and local project leads continue to pilot and test the CHIA workshop process and key learning to help revise the CHIA toolkit will be captured and shared in an evaluation report during the summer of 2025.</b>	Amber	23/04/2025
RES_31	Economy and Health Programme	Evaluate ‘Economies for Healthier Lives’ project	Dec-24	Jun-25	Evaluation of year three of the Glasgow Economies for Healthier Lives project has concluded. Write up is in partnership with the Glasgow Centre for Population Health. Final report to be provided to the project funder, the Health Foundation, and shared with the programme evaluation partner, Renaisi. Slight delay to expected publication of report - reduced capacity for report writing due to GCPH team member taking up a secondment opportunity. <b><i>It is anticipated that report will be published in summer 2025, in collaboration with GCPH.</i></b>	Amber	23/04/2025
RES_32	Inclusive Economy Programme	Progressive procurement: working through the Anchor Network to develop action(s) to increase public procurement spend in GCR, and the development of the Community Wishlist approach.	Mar-25	Sep-25	Building on progressive procurement activity within individual organisations, working with Scotland Excel and Anchor Network members, exploring the potential for a collective progressive procurement goal. Sub group of the Anchor Network met to discuss (10 Sept).; discussion and actions fed back into wider Anchor Summit (23 Sept). Work is ongoing with the support of Scotland Excel, to agree practical actions for members. <del>Next</del> <b><i>Most recent</i></b> Anchor Summit (2nd April 2025)- <b><i>focused</i></b> on procurement and community benefits/social value generation with new Chair, Paul Manning, CE, South Lanarkshire Council, taking on the rolling chair role. <b><i>Input on GCR Community Benefit Hub with invitation to partners to join. Interest to be followed up. Next Summit to be held in September '25.</i></b>	Amber	23/04/2025
RES_33	Inclusive Economy Programme	Shared ownership: working through the Anchor Network to develop an action(s) to support the development of inclusive business models.	Mar-25	Mar-26	Programme Manager participated in national launch of NSET Action 44 report (5 Sept 2024) which focuses on increasing the number of social enterprises, employee-owned businesses & cooperatives in Scotland, supporting regional regeneration & the wealth of local communities. Follow up meeting with Cooperative Development Scotland to explore potential joint working. Future Anchor Summit to include focus on shared ownership and alternative business models, with input from Scottish Government. This action links closely with the RES Foundational Economy Programme. As Anchor Network continues to focus on the 'procurement' pillar, the shift to thinking about shared ownership will occur at a later Summit.	Amber	30/04/2025
RES_34	Inclusive Economy Programme	Finance: working through the Anchor Network to develop an action(s) to support the recirculation of wealth in GCR.	Mar-25	Sep-25	Finance' to be a future focus for the Anchor Network in 2025. Early exploratory work is underway with a focus on 'Place Based Impact Investing', with members of the consultancy, the Good Economy which is led by the economist Mark Hepworth. As Anchor Network continues to focus on the 'procurement' pillar, the shift to thinking about finance will occur at a later Summit. Follow up meeting held with Mark Hepworth and Good Economy colleagues in the interim (January '25) with proposal on a way forward <del>expected</del> received from the Good Economy Team. Consideration being given to links between this proposed work and the National Wealth Fund. <b><i>Finance actions will be discussed at the Anchor Summit in September 2025.</i></b>	Amber	30/04/2025
RES_35	Inclusive Economy Programme	To develop a Foundational Economy Programme including a series of educational workshops on the nature and importance of the Foundational Economy for the Region, a Challenge Fund to support businesses to innovate and become more resilient and a Foundational Economy Delivery Plan to support local authorities apply Foundational Economy principles across different areas of economic policy.	Apr-26		Foundational Economy Awareness Raising Workshops: already successfully delivered to various economic development services across the eight member authorities. The series of workshops will have concluded August 2025. Work is also underway to develop Foundational Economy capacity building resources on the Intelligence Hub website. Foundational Economy Challenge Fund: The Intelligence Hub has developed a proposal for the scope of the Foundational Economy Challenge and the principles have been approved by the Economic Delivery Group. Discussions are taking place with UKG and SG to identify potential funding options. This project is flagged as amber pending the potential to identify funding to support the delivery of the Challenge Fund. The focus currently is on supporting a Glasgow pilot.	Amber	25/04/2025
RES_36	Inclusive Economy Programme	Deliver the 5G Innovation Region business cases for all programme elements: <ul style="list-style-type: none"> <li>• Smart Social Assets</li> <li>• Connected Care and Wellbeing</li> <li>• Data Aggregation and Business Intelligence</li> <li>• GCR Connectivity Assessment</li> </ul>	Mar-25	Mar-26	<b><i>The scope for next phase of work for 5G Innovation Region is being finalised and partners for the project include - Glasgow HSCP, North Lanarkshire HSCP, South Lanarkshire HSCP, Inverclyde HSCP, North Lanarkshire Housing team, Beild and Barrhead Housing Associations. Key for this year is implementation and showcasing benefits for scaling up delivery</i></b>	Amber	01/05/2025



Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_37	Green Business Support Programme	Deliver a package of Green Business Support to businesses in GCR.	Mar-25		<p>Funded through GCR UKSPF Member Authority contributions the GCR PMO have designed the commission of a programme of Carbon Baseline Audits (CBAs) through the ExtendPlus project, to support 500 SMEs, across the region (NLC is not included, they have their own intervention). University of Strathclyde (UoS) has been commissioned to deliver the activity. MAs have aligned this intervention with up to £10k grant funding to support SMEs transition to net-zero.</p> <p>The ExtendPlus programme will run up until the conclusion of UKSPF funding (31 March '2025). There will be two levels of evaluation undertaken in relation to the ExtendPlus programme; one will be part of the IPSOS Place Based evaluation, the other will be a more in-depth evaluation by the GCR Intelligence Hub. The evaluations will help understand both the impacts and lessons learned from the intervention.</p> <p><b><i>The ExtendPlus programme came to a conclusion 31 March 2025, with over 300 Carbon Baseline Reports completed. While there was no appetite from MAs to continue with the ExtendPlus preprogramme, there is a desire to still offer SMAs a Carbon Baseline Report. GCC and RC are working with the Energy Savings Trust to explore other opportunities. This approach is being shared round all MAs.</i></b></p>	Complete	30/04/2025
RES_38	Green Business Support Programme	ExtendPlus delivery: 500 Carbon Baseline Assessments to GCR businesses.	Mar-25		<p>The GCR PMO has finalised the contract for the ExtendPlus team at Strathclyde University to deliver 500 carbon baseline assessments for GCR businesses. MAs have reported challenges in engaging businesses to participate in the project and undertake a Carbon Baseline Audit (CBA). Given these challenges, the UoS has indicated that it has required to put in place additional resource to support businesses through the CBA process. The PMO is engaging with UoS to understand the implications of the additional resource requirement and any impact this may have on achieving the project target. In addition, the PMO has been engaging with MAs to identify mitigations that will potentially increase the number of business referrals to the project. This project was flagged as amber until the conclusion of the discussions with MA and UoS regarding the engagement issues. Discussion has taken place between GCR PMO, UoS and the regional MAs. The conclusion of recent discussion has been a proposal to revise the grant agreement with the UoS to pay actual and eligible costs incurred by UoS rather than payment per report milestones. <i>A paper was taken to the GCR CEG on 24 October requesting approval to delegate authority to vary grant agreement to the DREG, which was approved.</i> GCR PMO is in liaison with GCC legal to vary the grant agreement. <b><i>The grant variation was fully executed on 19 February 2025. The ExtendPLUS project concluded on 31 March, delivering a total of 288 Carbon Baseline Reports across GCR.</i></b></p>	Complete	29/04/2025
RES_39	Green Business Support Programme	Review Green Business Support arrangements (Q3 2024/25).	Mar-25		<p>As per the action for RES_37 Green Business Support arrangements will considered as part of the evaluation(s) referenced under RES_37.</p> <p><b><i>THE GCR Intelligence Hub have competed an evaluation of the ExtendPlus programme. A summary of this evaluation will be included within the GCR UKSPF Update report to CEG 14 May '25. Any learning points will be included in any future design and commissioning of a future programme, as referenced in RES37.</i></b></p>	Complete	30/04/2025
RES_40	Electric Vehicle Charging Infrastructure Programme	Develop & deliver a GCR ECVI Collaboration with a Commercial Partner to deliver approx. 3,000 additional chargepoints.	Dec-25		<p>Work has been ongoing through the Glasgow City Region Electric Vehicle Senior Officers Group (EV SOG) to work collaboratively to explore a regional "concession-type" contract with a Charge Point Operator to expand the EV Charging Infrastructure network across GCR. Recent progress includes:</p> <ul style="list-style-type: none"> <li>- all 8 GCR MAs entering into an initial Inter Authority Agreement to collaborate on the development of a GCR concession contract;</li> <li>- submission of an application to Transport Scotland for £3.5m of Electric Vehicle Infrastructure Fund to support the delivery phase of the project; and,</li> <li>- conclusion of the procurement process to appoint technical advisers to support the MAs in the development of the GCR collaboration and procurement of a CPO.</li> </ul> <p>Jacobs consultants were appointed in December with an inception meeting held on 4 December 2024. Recent work has included the submission of a "Request for Information" to the regional MAs and the development of a workshop to explore site selection, which will take place on 30 January 2025. <b><i>A series of meetings took place between Jacobs and individual MAs between 17-21 March. These meetings allowed the MAs to consider a refined list of sites, including those destination/ Journey sites and two tranches of on-street residential sites. Recent work has focused on development of a detailed scope. A high level version of this scope will be published as part of a PIN exercise, along with an asset register to allow GCR to gauge market interest. The PIN was published on 10 April 2025 and will remain live until 15 May. The feedback from the PIN will refine the procurement documents and the preferred route to market. An in-depth programme review took place on 15 April to refresh the programme. The revised programme once confirmed will be used to support discussions with Transport Scotland, around the CPS cut off date and discuss the profiling of EVIF spend across 2025-26. Transport Scotland confirmed on 14 April 25 that they will be providing an additional allocation of £113,960 EVIF funding to the GCR EV project to support further expansion of the EV network</i></b></p>	Green	29/04/2025
RES_41	Electric Vehicle Charging	Plan for future EVCI collaboration arrangements over medium to longer term.	Dec-25		<p>The medium to long term arrangements will be included in a subsequent IAA that reflects the conclusion of the procurement of a Charge Point Operator. The overall objective is to have a new CPO in place by December 2025. <b><i>Weekly meetings have commenced between GCR PMO, and GCC Legal and procurement. Current work has focused on development of a scope to</i></b></p>	Green	29/04/2025

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
	Infrastructure Programme				<i>publish in a PIN and gather market feedback. The PIN was published on 10 April and will remain live until 12 May. Feedback from this exercise will refine procurement documents and inform preferred route to market. Future next steps will include drafting of an IAA which determines collaboration arrangements in contract mobilisation and early drafting of a contract.</i>		
RES_42	Commercial Land and Property Programme	Complete VDL OBC & FBC (inc. Ryden report, updated economic assessment, recommendations)	May-25	Sep-25	Work on the OBC has commenced and will be informed by the outcome of the work being undertaken for GCR by the consultants Ryden (described in the following actions). The OBC will integrate this further analysis and research into the business case that was previously shared with the Regional Partnership. <b><i>The PMO has received the final version of the report that was commissioned to look into the market demand for priority VDL sites in GCR. This report will be fed into the current business case and a report will be brought to the CEG in August 2025.</i></b>	Amber	30/04/2025
RES_43	Commercial Land and Property Programme	Complete Commercial Assessment of the VDL Priority Sites	Dec-24		Consultants Ryden have been commissioned to undertake the commercial assessment of the agreed V&DL priority sites. This work will conclude in November and Ryden have been invited to present the findings of their research to the Chief Executives' Group on 5 December. The final report will be incorporated into the V&DL business case. The draft report has been circulated to all MAs and feedback has been received prior to circulating the final document.	Complete	30/04/2025
RES_44	Commercial Land and Property Programme	Deliver V&DL Business Case recommendations.	TBC		The timescale for delivering the recommendations will be set once the V&DL Business Case has been completed and the recommendations have been finalised.	Future	30/04/2025
RES_45	Commercial Land and Property Programme	Scope and develop Regional Commercial Property & Land Project	May-25		Members of the GCR Regional Team have supported Inverclyde Council in the further development of their Expression of Interest for funding for a regional project through the City Deal Reprogramming process. It was agreed by the Chief Executives' Group on 5/9/24 that the PMO would support the development of a business case for the Enabling and Developing Commercial Space project, independent of the outcome of the City Deal Reprogramming Exercise. Consultants Ryden have been engaged to support the project and work will continue to develop the business case which will be brought back to CEG and Cabinet in February 2025.	Green	30/04/2025
RES_46	Commercial Land and Property Programme	Create a dashboard for the largest town centres in each local authority to help officers understand the performance of these centres	Jul-25		<b><i>Work has commenced on a prototype of the dashboard in Q1 2025. The Intelligence Hub are working alongside colleagues from South Lanarkshire Council to develop a platform that analyses their ten strategic/town centres. The functionality of this platform can subsequently be extended to cover the towns and city centres for the rest of the Region by Q2/Q3 2025.</i></b>	Green	14/04/2025
RES_47	Commercial Land and Property Programme	Complete energy efficiency analysis of GCR commercial and industrial premises	Dec-24	Mar-25	Consultants Ryden have been commissioned to undertake an assessment of the energy efficiency of commercial premises in GCR. This work will conclude in November 2024 and Ryden have been invited to present the findings of their research to the Chief Executives' Group on 5 December. The final report will be incorporated into the V&DL business case and it will also inform other projects such as Green Business Support and work with the Foundational Economy. This has moved to Amber as the timescale for concluding the report has moved Decemebr 2024 to March 2025 due to delays in undertaking the building surveys. <b><i>The report has now been completed and will feed into wider discussions around investment in commercial and industrial premises in GCR.</i></b>	Complete	30/04/2025

Appendix 10b: GCRCD ANNUAL IMPLEMENTATION PLAN 2024/25 MONITORING (RAG STATUS DEFINITIONS IN ENDNOTES)

Ref No	Name	Action	Approved Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
CD-GOV_1	Legal & Procurement	Delivery of activities on the Action Plan of the Regional Sustainable Procurement Strategy for the key set of tasks set out within the series of actions to achieve the Strategy's 5 key objectives.	Ongoing	The third annual review report for the Regional Sustainable Procurement Strategy and Action Plan was presented to the Regional Partnership in December 2024. From the 2024/25 Action Plan: summary, reporting status of the 43 tasks is: 22 are Complete, of which an additional 16 were completed over the last year; 15 are Green; 4 are Future; and 2 are Amber. Over the last year the focus and resources have been concentrated on the launch of the Community Wishlist, for the next steps in the coming year will have more focus on the climate objective. The next annual community benefit report will be provided for Q4 2024/25 reporting. The Community Benefit Menu review is now finalised and constitutes and overhaul includes a 50% increase in targets for community benefits to be obtained in contracts and a finalised process for calculating points values has been signed off by PSG. PSG continuing to monitor and report procurement lessons learned to LOG. A full review of the Buyers' and Suppliers Guides has been completed and updated Guides issued in December 2024.	Green	30/04/2025
CD-GOV_2	Benefits Realisation	Monitoring the delivery of benefits from City Deal Innovation projects and City Deal infrastructure fund project benefits including the updating of the Benefits Realisation Dependencies Register on an ongoing basis	Quarterly	City Deal Project Benefits are included in the Quarterly GCR PMO Report. A case study on the Imaging Centre for Excellence has been included within the 2023/24 Annual Performance Report. The process for updating the Dependencies Register is being reviewed by the PMO and will be updated to take account of the Relationship and Stakeholder Management Audit which was reported to May 2024 Cabinet.	Green	30/04/2025
CD-GOV_3	Benefits Realisation	Develop and implement new OBC monitoring for outcomes and follow on investment and developing accurate mapping of outputs and outcomes	Quarterly	Benefit Realisation fully integrated with Business Case Appraisal process. The Intelligence Hub will assist with the exercise going forward. GR2 Validation Exercise and capture of additional outcomes information is complete and windfall outcomes not captured in OBCs are now being reported as additional to existing information including economic calculations. The consolidation exercise for accuracy and consistency such as for housing for the development of individual project benefit realisation plans is ongoing and identifying locations of development sites for projects is an area of focus. Data quality is improving and outputs and outcomes and have now been fully differentiated within this reporting cycle based on how the benefit is funded. Benefit Realisation information and guidance that is contained in the Programme Management Toolkit has been refreshed and the PMO and IH have been working together to update the OBCMT to become fully fit for purpose.	Green	30/04/2025
CD-GOV_4	Evaluation	Contribute to the development of the City Deal Local Evaluation Framework and completion of all required reports for Gateway 2, alongside the Intelligence Hub.	Ongoing 2023/24	All primary research has been concluded for the Gateway Review 2. All reports have been submitted for review. Challenge Session was held 5 March 2025. <b><i>The outcome of Gateway 2 is expected mid-May 2025.</i></b>	Green	30/04/2025
CD-GOV_5	Finance	Preparation and submission of PMO Annual Accounts 2023/24.	01/11/2024	Unaudited Accounts prepared for June 2024 Cabinet. Audited accounts approved by Cabinet, final signing completed	Complete	16/01/2025
CD-GOV_6	Finance	Financial Monitoring of the City Deal Programme Spend 2024/25	Quarterly	Q1, Q2, Q3 & Q4 complete	Green	25/04/2025
CD-GOV_7	Finance	Agreeing Infrastructure Pass Down Letters for 2023/24 grant to Member Authorities	01/07/2024	Letters issued for signing 30 May 2024. All member authorities paid 23/24 grant.	Complete	16/01/2025
CD-GOV_8	Finance	Agreeing 2024/25 Grant Letter with Scottish Government	30/09/2024	Letter signed and grant received.	Complete	16/01/2025
CD-GOV_9	Finance	Agreeing Infrastructure Pass down Letter 2024/25 with Member Authorities	31/03/2025	Awaiting grant distribution, initial distribution to Feb Cabinet 2025 - Final Distribution to go to Cabinet in May'25	Green	25/04/2025
CD-GOV_10	Finance	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Quarterly	Q1, Q2, Q3 & Q4 complete	Green	25/04/2025
CD-GOV_11	Finance	Developing PMO budget for 2025/26	01/03/2025	To go to February Cabinet	Complete	19/03/2025
CD-GOV_12	Finance	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report	Quarterly	Q1, Q2, Q3 & Q4 complete	Green	25/04/2025
CD-GOV_13	Finance	Processing quarterly grant claims	Quarterly	Q1, Q2, Q3 & Q4 complete	Green	25/04/2025
CD-GOV_14	Finance	Developing 5-year, annual and quarterly spend projections	Quarterly	Obtained from Project Status Reports	Green	25/04/2025
CD-GOV_15	Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Quarterly	Grant Claims analysed	Green	25/04/2025
CD-GOV_16	Audit	Produce and deliver Internal Audit Plan for 2024/25	01/04/2023	Plan approved by Cabinet in May 2024.	Complete	30/05/2024



Ref No	Name	Action	Approved Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
CD-GOV_17	Audit	Audit Support Group meets	Ongoing	October meeting held	Green	25/04/2025
CD-GOV_18	Audit	Assurance audit report - Financial Monitoring phase 2	31/03/2025	This review is scheduled to take place in Quarter 4. – Fieldwork complete. Will reported to Cabinet in August 25.	Green	25/04/2025
CD-GOV_19	Audit	Assurance audit report - Shared Prosperity Fund Regional compliance	31/03/2025	This audit differs from the SPF Assurance Framework Compliance review that was reported to Cabinet in August 2024. Audit complete – report will be part of the papers for May 25 Cabinet.	Green	25/04/2025
CD-GOV_20	Audit	Assurance audit report - Gateway Readiness Review	31/03/2025	Internal Audit are assisting the GCR in a critical friend capacity to facilitate a Lessons Learned & Improvement Plan session in respect of Gateway Review 2 and 3. The Lessons Learned session took place February 25. Details of this piece of work will be noted in the Annual Report.	Green	25/04/2025
CD-GOV_21	Audit	Assurance audit report - Follow Up Audit and office support	31/03/2025	Follow Up evidence has been requested from the GCR PMO for the 3 x outstanding recommendations. Awaiting response from J Thomson. Follow Up report is due to be included in May 25 Cabinet papers.	Green	25/04/2025
CD-GOV_22	Comms & Marketing	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Ongoing	Updated GCR Planner produced for 2025, with input requested from team. Latest version has been shared with team. <b><i>Ongoing updates continue to be made to the live document which is available on the Google Drive.</i></b>	Green	24/04/2025
CD-GOV_23	Comms & Marketing	Lead on media for GCR and the City Deal Programme, developing a forward plan of upcoming opportunities, maintaining oversight of planned partner Project media releases and promoted via GCR social media and website channels.	Ongoing	Recent activities include 11 short films produced for the 5G programme, media releases issued on the 5G extension and on the new City Deal commercial premises project, both picked up. A media release was provided to IC, NLC, <b><i>SLC and ERC</i></b> to promote the mapping and then the provision of the local 5G mapping data. We ran a campaign in March to support Scottish Apprenticeship Week. And the annual GCR Digital and Social Media strategy was completed and presented to the GCR Comms and Marketing Group.	Green	24/04/2025
CD-GOV_24	Governance	Update the Assurance Framework	31/03/2025	Updates to Assurance Framework to take account of outcome of Governance Review Phase 2. Approval has been received for amendments to governance arrangements (including the update to Programme Prioritisation Framework) with <b><i>these now reflected in updated Assurance Framework doc which is to be submitted to May 2025 CEG for approval.</i></b>	Green	30/04/2025
CD-GOV_25	Governance	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	Quarterly	New appendix included in Quarterly Report providing progress on all actions. RES updates also added to AIP reporting template.	Green	30/04/2025
CD-GOV_26	Governance	Develop the Annual Performance Report <b><i>(April 2024 – March 2025)</i></b>	11/07/2025	<b><i>A schedule and outline content plan developed which has been shared with SMT for comment and input.</i></b>	Green	24/04/2025
CD-GOV_27	Governance	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Ongoing	Objective Connect folders transferred to SharePoint where required. Ongoing review of electronic and hard copies to ensure document retention requirements adhered to	Green	24/04/2025
CD-GOV_28	Governance	Maintain Programme Risk Register and Issues Log	Ongoing	Risk Register and Issues Log continue to be updated on a monthly basis. Circulating Risk Register and Issues Log to the Support's Group Chairs for their information and comment. Risk on Procurement added in this period.	Green	24/04/2025
CD-GOV_29	Governance	Develop Interim and Quarterly Programme Status Reports	Monthly	Quarterly Programme Status Report continue to be updated and a quarterly basis to account for the programme/projects progress.	Green	24/04/2025
CD-GOV_30	Governance	Maintain Overall Programme Plan	Monthly	Monthly update of dashboard for inclusion in the new Programme Status Report. Identify Milestones for project progress reporting.	Green	24/04/2025
CD-GOV_31	Governance	Complete Programme-level Lessons Learned exercises	As required	Continue liaising with the MAs for the future preparation of Lessons Learned. GCC has issued a Lesson Learned from Covid-19. New Lessons Learned Template drafted and to be included in the Toolkit.	Green	24/04/2025
CD-GOV_32	Governance	Review Project Business Cases	Ongoing	<u>Business Case <b><i>approved by</i></b> CEG on 14/5/25:</u> <b><i>GCC: EIIPR - George Square and Surrounding Avenues</i></b> <u>Business Cases approved by CEG on 27/3/25:</u> <b><i>GCC: CWWEIQ - Byres Rd Phase 2 FBC</i></b> <b><i>GCC: EIIPR - Kyle Street/North Hanover St FBC</i></b> Business cases that have missed their approved submission dates and await restatement: SLC Newton CGA FBCs: Sustainable Transport Intervention and Uddingston Grammar School SLC Larkhall CGA FBCs: Holy Cross High Extension; Merryton Roundabout; M74 Works; and Community Facilities SLC Hamilton CGA FBC: Calderside Academy GCC EIIPR FBC: Stockwell St GCC MGSDP FBC: Eastern Springburn SWMP <u>Business Cases to be submitted in the next quarter are:</u> <b><i>There are no business cases expected to be submitted next quarter.</i></b>	Green	16/05/2025

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, growonspace 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 (out with 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 (out with 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 <b>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.</b> This includes circumstances where there is <b>no remedial action or effective mitigation</b> and there: <ul style="list-style-type: none"><li>• is a project with <b>a contract of significant value that has failed to secure any contractual community benefits, or the community benefits secured are not delivered</b> and there is <b>no opportunity to remedy</b> this;</li><li>• <b>is a significant reduction, substantive change, or no progress in delivery of the direct project outputs</b> (enabling infrastructure) which will have a negative impact on the economic benefits to be delivered by the project by 2035;</li><li>• is completion of the enabling works (direct outputs) but the <b>development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all</b>;</li><li>• <b>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</b> in order to develop the project's opportunity sites; and</li><li>• <b>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</b> from the project than estimated in the business case or latest approved change control.</li></ul>
	AMBER	Below/behind targeted benefit realisation but <b>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.</b> This includes circumstances where a recovery plan is in place and there: <ul style="list-style-type: none"><li>• is a project with <b>a contract of significant value that has failed to secure any contractual community benefits, or the community benefits secured are not delivered</b> and there is an opportunity to remedy this;</li><li>• is a project with <b>a contract of significant value that has secured a lower level of contractual community benefit than set out in the City Deal guidance</b>, however there is an explanation, mitigation or remedy available;</li><li>• is a <b>minor reduction in the amount or minor change to the direct outputs (enabling infrastructure) that has no material impact</b> on securing the projected private sector investment or delivering the economic benefits of the project;</li><li>• <b>is a significant reduction, substantive change, or no progress in delivery of the direct project outputs</b> (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;</li><li>• is completion of the project's enabling works (direct outputs) but the <b>development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all.</b> However a recovery plan is in place to accelerate the development of the opportunity sites to realise the estimated benefits;</li><li>• <b>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</b> 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;</li><li>• are <b>minor delays to the delivery of, or nonsubstantive reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered</b>, that will have no material impact on the realisation of benefits stated in the latest business case or approved changed control;</li><li>• are <b>delays to the delivery of, or a significant reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered</b>, However a recovery plan is in place that will realise the benefits as stated in the latest business case or approved changed control; and</li><li>• <b>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.</b> However there is a recovery plan in place that will realise the benefits estimated in the business case or latest approved change control.</li></ul> Projects will also move to Amber pending the approval of any change control request in relation to: <ul style="list-style-type: none"><li>• direct project outputs;</li><li>• estimated private sector investment to be delivered by the project;</li></ul>

		<ul style="list-style-type: none"><li>• follow on investment and floorspace outcomes; and</li><li>• the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control.</li></ul>
	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"><li>• community benefits;</li><li>• direct project outputs;</li><li>• estimated private sector investment to be delivered by the project;</li><li>• follow on investment and floorspace outcomes; and</li><li>• the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control.</li></ul> <p>A project considered as Green will expect to be able to demonstrate that:</p> <ul style="list-style-type: none"><li>• for all project contracts awarded, <b>community benefits have been secured in line with the value and expectations of the City Deal Community Benefit guidance</b>;</li><li>• the <b>direct project outputs are being delivered</b> to the timescale and scope as stated in the business case or latest change control;</li><li>• upon completion of the enabling works (direct outputs), that the <b>development of the opportunity sites for the project are being delivered</b> to the scope and timescale, as estimated in the business case or latest change control;</li><li>• a <b>detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered</b> in order to develop the project's opportunity sites; and</li><li>• 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.</li></ul>
	COMPLETE	<p>A project will only be complete for benefits realisation when it has evidenced that <b>all of the benefits</b> – 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.