



**Glasgow City Council**

**Economy, Housing, Transport and  
Regeneration City Policy Committee**

**Item 3**

**3rd June 2025**

**Report by George Gillespie, Executive Director of  
Neighbourhoods, Regeneration and Sustainability**

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### **CLYDE METRO UPDATE**

#### **Purpose of Report:**

To provide committee with a progress update on the Clyde Metro Case for Investment (CFI) programme.

#### **Recommendations:**

It is recommended that the Committee notes the contents of this report.

Ward No(s):

Citywide:

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

## **1 Introduction**

- 1.1 The purpose of this report is to provide the Economy, Housing, Transport and Regeneration Committee with an update to highlight the significant progress made to develop the Clyde Metro Case for Investment (CFI) programme.
- 1.2 The CFI will develop the programme-level business case for Clyde Metro and as such is an essential first step towards setting out the programme of projects which will make up the mass transit project over the years to come.

## **2 Background**

- 2.1 With the scope of the Glasgow Airport Access Project now incorporated within a wider regional metro opportunity, in December 2023 the Glasgow City Region (GCR) Chief Executives Group under its delegated authority from GCR Cabinet, approved the allocation of £12.155m business case funds from the Glasgow City Region City Deal to Glasgow City Council as the lead GCR local authority to support the CFI development. The Scottish and UK Governments are each contributing 50% to the Glasgow City Region City Deal funding package.
- 2.2 Members will recall the previous update to the [EHTR Committee on 5 March 2024](#) where it was advised that the lead role for CFI development had moved to Strathclyde Partnership for Transport (SPT), working alongside Glasgow City Council on behalf of GCR - with Transport Scotland in a project assurance role. The [City Administration Committee on 19 March 2024](#), subsequently approved and accepted the reallocation of GCR City Deal funding to progress the CFI.
- 2.3 Up to £6.5m of this allocation is available to SPT to support the delivery of CFI outputs, with a grant agreement in place between Glasgow City Council and SPT. The remaining £5.655m is available to Glasgow City Council to support GCR local authority resource and spend profile developed in line with the CFI programme. A funding strategy for subsequent stages of Clyde Metro will be identified through the CFI process and this will include funding requirements and options for the detailed design, business case and construction for a first phase.
- 2.4 The CFI comprises the following work packages:
  - CFI Stage 1a - Case for Change and Initial Option Development
  - CFI Stage 1b – Client Advisory Services
  - Clyde Metro Framework
  - CFI Stage 2 – Programme Business Case
- 2.5 The CFI process will be informed by a range of workstreams including a Scottish Transport Appraisal Guidance (STAG) based appraisal, business case development, technical assessments, audit, assurance, statutory impact

assessments as well as engagement and consultation with the public and key stakeholders. The CFI process will then enable informed decisions to be made around route selection, phasing, funding and implementation arrangements, as well as the range of transformational benefits that would be delivered. The CFI will be developed in a manner consistent with STAG, and the five-case model for business cases defined in HM Treasury's Green Book. This approach is a compulsory pre-requisite in seeking any Government grant funding support.

- 2.6 Glasgow City Council, as lead local authority for GCR for Clyde Metro, is responsible for holding and disbursing funds to support the CFI programme, including entering into agreements with SPT given its lead role and as the procuring organisation. In recognition of GCR's role as funder of CFI development, Glasgow City Council provides regular progress reports through the GCR Project Management Office (PMO) structures on the timetable for development, and monitoring progress of activity and spend in line with City Deal programme requirements. SPT have also presented progress reports to GCR Cabinet on [5 November 2024](#) and [27 May 2025](#) and published papers/reports outlining their approvals for procurement awards. [SPT have also provided regular progress updates](#) to their relevant committees.

### **3 Progress Update**

- 3.1 SPT appointed Mott MacDonald Ltd in February 2024 to support delivery of CFI Stage 1a. This work package included several workstreams as outlined below.

#### *Case for Change*

- 3.2 The Case for Change is one of the first steps within the wider CFI process - it being a key component of the Strategic Case of the Programme Business Case. In summary, the Case for Change Report provides a narrative of:
- Challenges that Glasgow City Region is currently experiencing
  - Opportunities available to deliver better economic, environmental and social outcomes in the future
  - 'Vision' for a transformed future, with the Clyde Metro programme integrated into a wider portfolio of complementary investment to deliver on national, regional, local and hyperlocal priorities
  - 'Golden Thread' for the programme, and how transformational changes in connectivity and land use will address the current challenges and unlock the opportunities for the future
- 3.3 It should be highlighted that the Case for Change built on the extensive evidence base, and rationale previously established through the second [Strategic Transport Project Review \(STPR2\)](#) published in December 2022 - while updating and regionalising/localising content as appropriate.

- 3.4 Based on the wider policy context, collaboration between key stakeholders, and with reference to evidence documented within the report, a vision for the Clyde Metro programme was created, as shown in Figure 1 below:

FIGURE 1: CLYDE METRO VISION



- 3.5 The [Case for Change Report](#) was completed in August 2024 and is available on [SPT's Clyde Metro microsite](#) under the Key Documents section. The microsite provides key information on the project and is where future updates will be made available. The dedicated microsite also includes details of how to get in touch with the project team.

#### Network Options Development

- 3.6 A draft Network Options Report was presented to the Clyde Metro Programme Steering Group (PSG) in December 2024. The PSG is the key decision-making group for the Clyde Metro CFI stage, comprises of the Chief Executives of the partner organisations – SPT, Glasgow City Council and Transport Scotland. Approval was granted by the PSG to start a period of stakeholder engagement during December 2024-February 2025.
- 3.7 Prior to its presentation to the PSG in December 2024, the draft Network Options Report had been informed by early input from technical stakeholders including Network Rail, ScotRail, bus operators and councils. Councils were also substantially engaged through the Clyde Metro Senior Officers Group in relation to the methodology adopted, datasets used and the emerging corridor analysis and network options. Ten stakeholder awareness workshops were held throughout Autumn 2024 to ensure there were no "showstoppers" or key missed items within the initial report.

- 3.8 The Network Options Report builds on the analysis from the Case for Change and outlines an approach to define key transport corridors across the City Region. The corridors were then assembled into various network configurations which seek to improve connectivity and integration across identified key priority places and local communities, whilst addressing the regional ambition as set out in the Vision, and Transport and Transformational Objectives. The definition of detailed routes and alignments, including proposals for stop locations will be developed as part of CFI stage 2.
- 3.9 Following the incorporation of stakeholder comments, the draft Network Options Report was presented to the PSG, who approved progressing to a formal engagement exercise on the Vision, Objectives and Network Options (VOO). This engagement feedback will be used to guide and inform subsequent stages of the CFI. VOO engagement was conducted during January and February 2025.
- 3.10 VOO engagement activities included sessions with council leaders, councillors, SPT members, MPs and MSPs, Community Planning Partnerships, and wider stakeholders from across the West of Scotland, including the business community. More than 180 individual stakeholders were engaged across thirteen separate sessions. This included a specific session for Glasgow City Council Elected Members.
- 3.11 Engagement demonstrated that there was widespread support for the scale and ambition of Clyde Metro, with stakeholders recognising the need for a modern mass transit system serving Glasgow City Region. Several key themes emerged during the VOO engagement. These included questions and feedback around Clyde Metro's evidence base and future intelligence, how the network would be developed, its connection with Glasgow Airport, methods for future funding and delivery, the requirement for the project to have widespread support and advocacy, the importance of integration with other transport modes, and the need for smart ticketing. The detailed feedback from technical stakeholders including local authorities and the formal VOO engagement has been made available to consultants as part of CFI Stage 2 works, with an initial ask of them to review the work undertaken so far and ensure stakeholder feedback is fully considered as part of developing plans for the next phase.
- 3.12 The Network Options Report was approved at the March 2025 meeting of the Clyde Metro PSG. This concluded the formal completion of CFI Stage 1a, allowing approval for the project to move forward onto CFI Stage 2.
- 3.13 To highlight the significant progress made so far, SPT have published a [‘CFI Stage 1 Close Out’](#) Communication Note which provides a succinct summary of all tasks and outputs from VOO engagement. The note also includes a summary of the Vision, Objectives and Network Options developed, and details of the feedback themes identified by stakeholders.

### Client Advisory Services (CAS)

3.14 Consultant's Turner & Townsend were appointed by SPT in May 2024 to support delivery of CFI Stage 1b - Client Advisory Services (CAS). This workstream provides guidance and advice to the project team to help shape delivery requirements for CFI Stage 2 and early preparation for future stages. Key tasks included:

- Organisational Design: Supporting delivery of the initial CFI stage, including recommendations of potential programme organisational and programme governance structures for CFI stage 2 and beyond.
- Programme Definition and Requirements: Developing a CFI Programme Plan and road map, and providing advice on the optimal integration of transport and transformation within the CFI – taking cognisance of policies and projects that Clyde Metro maybe interact with, such as public transport operations investment and improvements, and more widely health initiatives, sustainability, regeneration and housing development.
- Development of a long-term Communications and Advocacy Strategy: Identifying strategic, political, non-technical, commercial, innovative and institutional stakeholders, and establishment of a communications approach, to inform the future engagement plan.

3.15 Outputs from CFI Stage 1b, along with the recommendations from the CFI Stage 2 Readiness Review detailed below, will now form a workstream to be progressed by the Clyde Metro project team.

## **4 CFI Stage 2**

4.1 While CFI Stage 1 established the strategic need for Clyde Metro, Stage 2 will provide a rigorous, more detailed investigation, following principles and requirements set out by STAG and HM Treasury. CFI Stage 2 will run for two years and is comprised of several workstreams and inter-related tasks to support long term infrastructure planning and development, including:

- Detailed scheme and technical appraisal
- Development of a Programme Level Business Case
- Land Use and Housing Assessments
- Engineering Feasibility
- Impact Assessments including
  - Equality Impact Assessment
  - Health Impact Assessment
  - Child Rights & Wellbeing Impact Assessment
  - Fairer Scotland Duty Impact Assessment
  - Business and Regulatory Impact Assessment
- Approaches to Governance

- Financing
- Technology
- Transformation Strategy and Action Plan

### CFI Stage 2 Readiness Review

- 4.2 To ensure a strong base from which to commence and deliver CFI Stage 2, a Readiness Review was undertaken between January and March 2025.
- 4.3 The review assessed CFI partners and wider GCR teams' readiness for CFI Stage 2 delivery. The readiness assessment built upon knowledge and experiences learned from CFI Stage 1 and ongoing risk management. It also considered relevant recommendations from the Hardie Review (Edinburgh Trams Inquiry), and measures that could support delivery of the CFI, particularly around governance structures and reporting arrangements.
- 4.4 The Readiness Review validated that significant progress on project set-up and monitoring arrangements has been made, giving confidence in the methodology adopted. The outcomes of the Readiness Review were presented to the March 2025 PSG as part of the approval process for moving to CFI Stage 2, and the actions arising from it, alongside those from CFI Stage 1b, to be taken forward as a specific workstream by the project team.

### CFI Stage 2 Delivery

- 4.5 Preparations for delivering CFI Stage 2 have progressed in parallel and at pace over the past six months. Detailed scopes have been developed and procured for five workstreams, with a further three workstreams set to undergo the same process in line with the programme requirements. A summary is provided below:

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



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

- 4.6 Programme Management activities have commenced for the five workstreams marked with a (\*). These activities are supported by wider oversight from the Project Management Team and existing governance arrangements.
- 4.7 Early deliverables are set to be complete in late Spring/early Summer. This will signal the beginning of approximately seventy outputs across the CFI Stage 2 workstreams, which are set to be delivered over the next two years. The overall CFI remains on target to be complete by early 2027. Some initial key deliverables include:

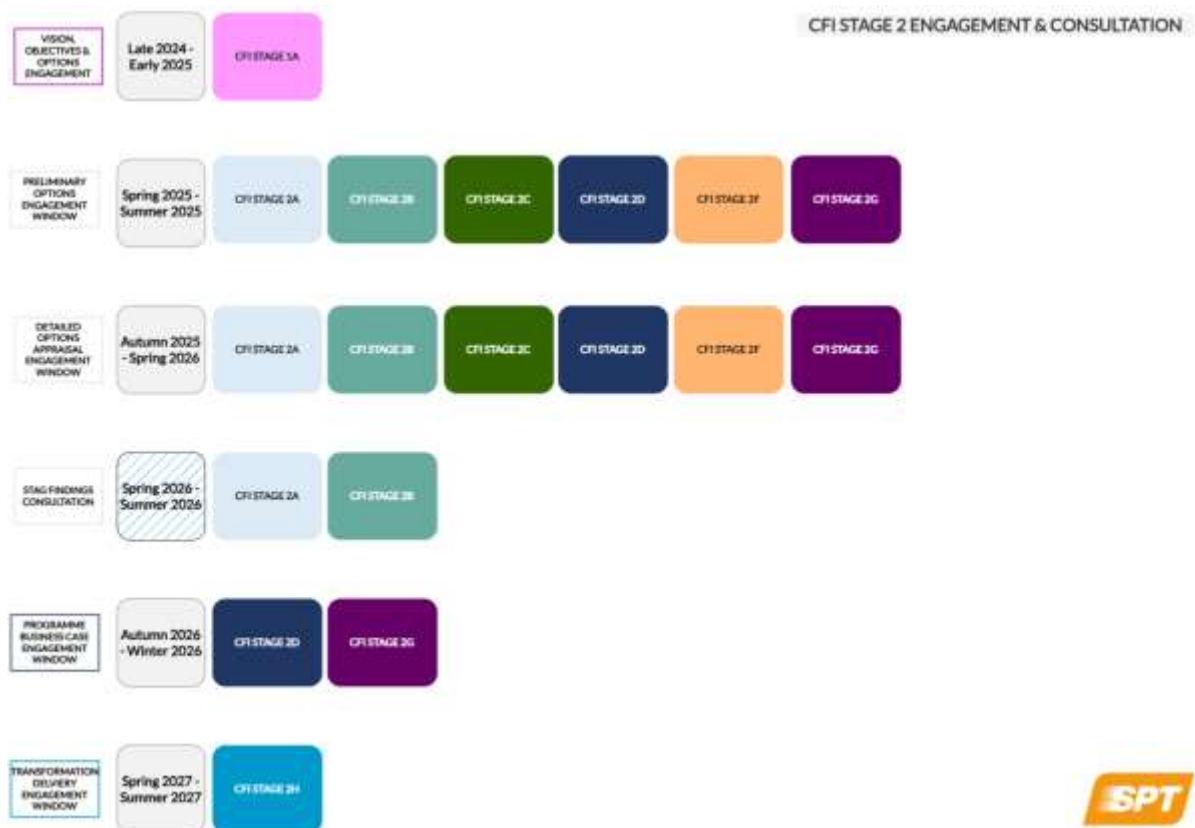
Deliverable	Workstream	Delivery Date
Vision, Objectives and Options Technical Note	CFI Stage 2A	Mid-May 2025
Governance Report	CFI Stage 2A	Mid-July 2025
Delivery Mechanisms Report	CFI Stage 2A	Mid-September 2025
Preliminary Options Appraisal Report	CFI Stage 2A	Early-September 2025
Strategic Case	CFI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

- 4.8 It is important to emphasise that SPT continue to progress the Clyde Metro programme from a regional perspective, including co-ordination with wider workstreams including the [Strathclyde Regional Bus Strategy \(SRBS\)](#). Glasgow City Council is working very closely with SPT, on behalf of the GCR, to progress all deliverables ensuring the GCR Senior Officers Group is effectively engaged.

This will ensure a strong co-ordinated regional voice and involvement to input to, validate and review key emerging outputs.

### Stakeholder Engagement

- 4.9 A Stakeholder Engagement and Consultation Strategy was developed by SPT to inform the delivery of activities during CFI Stage 1. This strategy is being updated to reflect the requirements of CFI Stage 2, with its contents being presented to the June 2025 Clyde Metro PSG.
- 4.10 Activities will continue to be predominantly focused upon Technical Experts and Statutory Services Stakeholders, with the strategy acting as a framework to guide periods of engagement throughout the delivery of CFI Stage 2. This approach will be based around specific 'Engagement Windows' to ensure a co-ordinated approach to the delivery of engagement across the various workstreams. This will help to prevent stakeholder fatigue and duplication of work. The STAG findings consultation window planned for Spring – Summer 2026 will incorporate a public consultation activity. These structures will also help inform and develop further, a co-ordinated approach to wider communications and advocacy for the overall Clyde Metro programme.



- 4.11 Glasgow City Council will continue to support SPT to drive forward the CFI, ensuring a strong focus on the transformation benefits and development

opportunities, funding strategy, corridor masterplans and stakeholder management. This will ensure GCR local authorities have a strong voice in shaping the key outputs and decision points on the Clyde Metro project.

- 4.12 It is worth highlighting that the GCR Senior Officers Group has proven to be a very useful forum to discuss key issues with councils in relation to the Clyde Metro development process, therein building confidence, trust and clarity and a strong basis for future joint working on this flagship regional project.
- 4.13 Future updates to committee will be scheduled in line with the programme schedule and providing progress and feedback from the 'Engagement Windows' and key decision points.

## **5 Policy and Resource Implications**

### **Resource Implications:**

*Financial:* £12.155m funding delegated to Glasgow City Council from GCR City Deal to hold and disburse funds to support the development of the Clyde Metro business case. Ongoing financial and activity reporting to Clyde Metro Programme Steering Group and GCR structures.

*Legal:* Support the development of appropriate grant agreements with SPT and Memorandum of Understanding across the partner organisations. Input to any required working groups to progress Clyde Metro proposals

*Personnel:* The GCR core project team is in place funded by GCR City Deal. Resourcing requirements are subject to ongoing assessment in line with the requirements for the CFI programme.

*Procurement:* There are no new procurement implications in this report for GCC as SPT is the main procuring organisation and have already introduced a Clyde Metro procurement framework.

**Council Strategic Plan:** Grand Challenge 1: Mission 3 and 4.  
Grand Challenge 2: Mission 1 and 2.  
Grand Challenge 3: Mission 1 and 2.  
Grand Challenge 4: Mission 1.

## **Equality and Socio-Economic Impacts:**

*Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.*

Clyde Metro is supportive of the stated outcomes

*What are the potential equality impacts as a result of this report?*

Equality Impact Assessments (EQIAs) will be developed as part of the Impact Assessments workstream; however, Clyde Metro is supportive of the stated outcomes.

*Please highlight if the policy/proposal will help address socio-economic disadvantage.*

Clyde Metro focuses on:

- a) Unserved and underserved areas with relatively poor connectivity;
- b) Improving access to key hubs such as the city centre, hospitals, major education facilities, key employment, centres, retail hubs, and major leisure/sports facilities; and
- c) Integrating with major transport hubs and creation of new interchange opportunities as well as active travel.

## **Climate Impacts:**

*Does the proposal support any Climate Plan actions? Please specify:*

GCC has committed to a goal of achieving net zero carbon emissions in Glasgow by 2030 in its collaborative Climate Plan. Clyde Metro recognises that transport emissions are the biggest challenge

*What are the potential climate impacts as a result of this proposal?*

Clyde Metro can provide a positive impact on the climate through enabling and encouraging alternative and more sustainable modes of travelling in the GCR, as well as reduce emissions.

*Will the proposal contribute to Glasgow's net zero carbon target?*

Clyde Metro will contribute to Glasgow's net zero carbon target. To promote low carbon movement of people and goods in a resilient transport system that can adapt sustainably in the future

**Privacy and Data Protection Impacts:**

No data protection impacts identified.

## **6 Recommendations**

- 6.1 It is recommended that the Committee notes the contents of the report.