



Glasgow City Region Cabinet

Report by: Director for Regional Economic Growth

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City Deal Delivery Confidence Review

Purpose of Report:

This report provides the Cabinet (CAB) with the results of a Delivery Confidence Review of the projects' construction end dates for the City Deal Programme.

Recommendation:

The Cabinet is invited to:

- note the content of the report; and
- agree on the proposed Programme Construction End date set out at section 6.5 of this report.

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1 Purpose of the Report

- 1.1 This report provides the Cabinet (CAB) with the results of a Delivery Confidence Review of the projects' construction end dates.

2 Background

- 2.1 Following Cabinet agreement that the Glasgow City Region City Deal Programme Management Office (PMO) should consult with Member Authorities on the feasibility (covering risks, benefits, and key considerations) of establishing a Construction End date for the City Deal programme, the PMO has worked with Lead Officers to review the current construction completion dates.
- 2.2 The Delivery Confidence Review is being undertaken to assess the achievability of the December 2030 target for the Enabling Commercial Space (ECS) Project and a March 2029 target date for all other City Deal projects, with this being the date project progress will be evaluated at for Gateway 3.

3 Delivery Confidence Framework

- 3.1 The review involves project managers providing a prospective assessment of the likelihood of meeting approved construction end dates using the principles and methodology set out in the Infrastructure and Projects Authority's (IPA) Delivery Confidence Framework, which is used to assess public bodies' capability to deliver major projects and programmes successfully.
- 3.2 The Framework guidance establishes a structured methodology for assessing the likelihood that a programme/project will achieve its intended objectives within agreed parameters of time, cost, scope, quality, and benefits.
- 3.3 The approach requires project owners to assess their confidence with regards to the following factors:
- **Schedule/Time** – Adherence to planned milestones and deadlines.
 - **Scope** – Clarity, stability, and control of project scope and objectives.
 - **Cost/Budget** – Management of budget, cost overruns, and financial control.
 - **Benefits** – Confidence in achieving intended benefits and value for money.
 - **Governance** – Effectiveness of project governance arrangements and stakeholder oversight.
 - **Resourcing** – Adequacy of resources and skills to deliver the project.
 - **Dependencies** – Identification and management of internal and external dependencies.
 - **Processes** – Implementation and effectiveness of project management processes and controls.
 - **Business Change/Readiness** – Preparation to adopt and integrate the changes necessary for successful delivery and benefits realisation.
- 3.4 The Delivery Confidence on each of the individual factors is expressed through a Red/Amber/Green (RAG) rating, providing a clear indication of delivery likelihood and the urgency of any required management action across these factors where:

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- **Green** denotes a high likelihood of successful delivery with no major outstanding issues;
- **Amber** reflects that successful delivery remains feasible, but is contingent upon effective management of identified risks and issues; and
- **Red** indicates that successful delivery appears unachievable without fundamental intervention, re-baselining, or reassessment of project viability.

3.5 Following the RAG rating of the above factors, Lead Officers were then asked to provide an overall **Delivery Confidence** rating, indicating the overall likelihood of the project or programme being delivered to the agreed Current Construction End date without compromising cost and quality parameters. The following 5-point scale was used.

Confidence Level	Rating	Description
86 – 100%	Highly likely, no major challenges	Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding challenges (risk/issue/constraint etc.) that at this stage appear to threaten delivery.
71 – 85%	Probable, but needs constant attention	Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major challenges (risk/issue/constraint etc.) threatening delivery.
56 – 70%	Feasible, but significant challenges exist	Successful delivery appears feasible but significant challenges (risk/issue/constraint etc.) already exist requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.
41 - 55%	In doubt, major challenges, urgent action required	Successful delivery of the project/programme is in doubt with major challenges (risk/issue/constraint etc.) apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.
<40%	Appears unachievable, viability in question	Successful delivery of the project/programme appears to be unachievable. There are major challenges (risk/issue/constraint etc.) which at this stage do not appear to be manageable or resolvable. The project/programme may need re-baselining and/or overall viability re-assessed.

3.6 This approach enables comparative analysis across projects, provides early visibility of delivery risks, and supports informed decision-making on where additional resources, or other corrective action may be required.

4 Review Exercise Approach

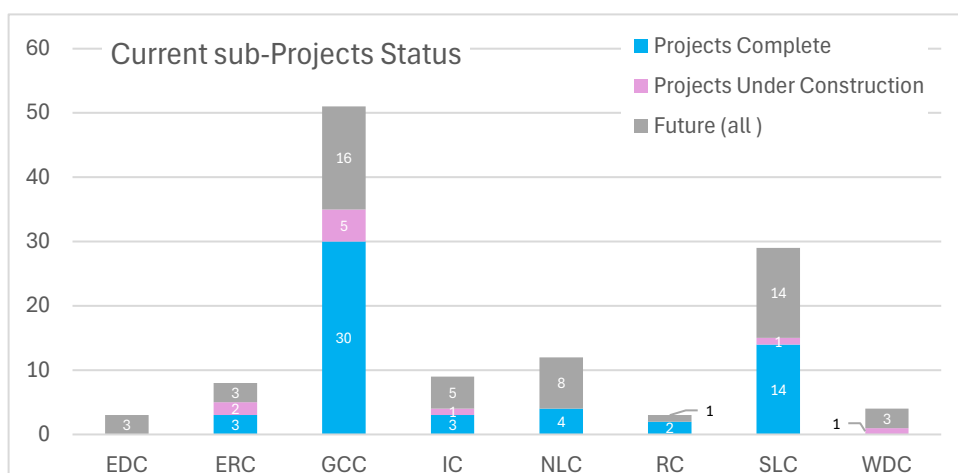
4.1 Initial discussions took place with Lead Officers at the 15 September 2025 LOG meeting, and they were tasked with submitting to the PMO a Delivery Confidence form for each of their sub-projects by 10 October 2025 and initial findings were discussed at the 5 Nov 2025 CEG.

4.2 The Delivery Confidence Assessment has been carried out for the 62 sub-projects which are yet to complete construction i.e. Projects Under Construction and Future Projects. The following table shows the split of the 62 projects by MAs:

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Figure 1: Current sub-Projects Status



4.3 Completed forms were submitted for the majority of projects. Where returns were not submitted, email confirmation was provided to state that: all factors were RAG rated at Green.

4.4 Three Delivery Confidence forms which were submitted included a number or sub-projects together, and for those we have used the latest stated Construction End date:

- SLC: Larkhall CGA - Larkhall CGA (Dec 2028)
- SLC: various CGAs: East Kilbride CGA - St Andrews/St Brides High School, Larkhall CGA - Holy Cross High Extension and Newton CGA - Uddingston Grammar School (July 2027)
- IC: Enabling Commercial Space (Dec 2029)

5 Key Findings

5.1 Analysis of the completed templates shows no Red ratings were recorded, and categories such as Risk Management, Issues, and Internal Governance remained consistently strong at, or near, 100% Green.

5.2 However, several aspects, in particular for Time, Dependencies, and Readiness to Change, showed slightly lower confidence levels, with a small number of **Amber** ratings indicating the need for constant monitoring.

5.3 Table 3 below shows that overall, the percentage of Construction End dates assessed as “Highly likely, no major challenges” is approx. 87%.

Table 1: Overall confidence in Current Construction End Date

Confidence	Rating	% of responses
86 – 100%	Highly likely, no major challenges	54 (87%)
71 – 85%	Probable, but needs constant attention	4 (6.5%)
56 – 70%	Feasible, but significant challenges exist	4 (6.5%)
41 - 55%	In doubt, major challenges, urgent action required	0 (0%)
<40%	Appears unachievable, viability in question	0 (0%)

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- 5.4 Where projects had indicated lower confidence levels due to the 'Schedule/Time' factor, MAs were asked to provide an overview of the key factors impacting confidence for their Current Construction End dates. They were also asked to provide a notional revised Construction End date which would see the confidence levels rise.

6 Conclusions

- 6.1 Member Authorities remain committed to delivering all remaining 62 subprojects on time and budget.
- 6.2 However, while work is still ongoing to maintain current Construction End dates for the six projects with the notional revised, it is anticipated that a number of Change Control requests (CCRs) will be forthcoming from these six projects, with four potentially moving to completion beyond March 2029 should the notional revised dates be confirmed.
- 6.3 Additionally, it should also be noted that, while confidence levels with achieving current Construction End dates for all other projects are reported as being high, the volume of Change Control Requests submitted to the PMO to date would suggest that project-level delivery issues continue to arise which cannot always be managed within contingency allowances. A key challenge remains the dependency on public and private sector agencies which can impact both timescales and costs.
- 6.4 Based on the data submitted, with the exception of the East Airdrie Link Road, the proposed construction completion dates of December 2029 for ECS projects would appear to be achievable. However, the proposed Construction End date of March 2029 for the remaining City Deal projects would not seem achievable given the number of projects indicating that they may seek to move beyond this date.
- 6.5 However, given the four year lead-in time, the views of both governments at the 2025 Annual Conversation and the need to leave sufficient time for reallocation should any further project slippage occur, the PMO is recommending that a formal construction end date be set for December 2029, with the exception of the two previously stated projects of East Airdrie Link Road (given the dependence on NHS Lanarkshire) and the Enabling Commercial Space projects, given it was a recent addition to the City Deal Programme. It should be noted that, at present, the Construction End date of the Enabling Commercial Space programme is December 2029, but it is recommended that this programme has flexibility beyond that date should CCRs be submitted.
- 6.6 Chief Executives confirmed their support for the Dec 2029 construction end date at their 5 November 2025 meeting.

7 Recommendation

- 7.1 The Cabinet is invited to:
- note the content of the report; and
 - agree on the proposed Programme Construction End date set out at section 6.5 of this report.

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