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# **Glasgow City Region**

## **Quarterly Performance Report**

**Report for Q1 2025/26**

**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 31/07/2025</b>	<b>As at 12/06/2025</b>
Projects <b>Red Status</b> (% total)	0 / 22 (0%)	0 / 22 (0%)
Projects <b>Amber Status</b> (% total)	1 / 22 (5%)	1 / 22 (5%)
Projects <b>Green Status</b> (% total)	20 / 22 (90%)	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 31/07/2025</b>	<b>As at 12/06/2025</b>
Case for Investment (% total CFI to be completed)	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)	65/116 (56%)	65/106 (61%)
<b>FBC Sub-Projects Construction Progress</b>	<b>116</b>	<b>106</b>
Sub-project construction started (% of total FBC Sub Projects)	61/116 (53%)	59/106 (56%)
Sub-projects construction complete (% of total FBC Sub Projects)	50 / 116 (43%)	49 / 106 (46%)
<b>Programme Finance: Grant Draw Down, Approvals, Spend to Date</b>	<b>As at Q1 2025/26</b>	<b>As at Q4 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>30 June 2025</b>	£400m / <b>£575m / 70%</b>	£400m / £557m / 72%
Business Case Approvals to Date (£) (% of £1.13bn Infrastructure Fund)	<b>£676.6m (60%)</b>	£652.0m (57%)
Spend to Date (% as of £1.13bn Infrastructure Fund)	<b>£575.2m (51%)</b>	£557.3m (49%)
Actual current year spend vs projected spend cumulatively to current quarter	<b>£10.6m / £133.6m (8%)</b>	£56.5m / £62.5m (90%)
<b>Programme Scope: Direct Project <u>Outputs</u> Delivered to Date</b>	<b>As at Q1 2025/26</b>	<b>As at Q4 2024/25</b>
Public Realm new/enhanced (Ha)	<b>28.70</b> of 47.06 ( <b>61%</b> )	26 of 47.06 (55%)
Roads (km) new/enhanced	<b>26.89</b> of 72.89 ( <b>37%</b> )	21.08 of 73.34 (29%)
Junctions new/enhanced	46 of 165 (28%)	46 of 165 (28%)
Bridges new/enhanced	10 of 26 (38%)	10 of 26 (38%)
Cycle/pedestrian routes new/enhanced (km)	<b>56.46</b> of 140.55 ( <b>40%</b> )	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 Q1 2025/26</b>	<b>As at Q4 2024/25</b>
Vacant and Derelict Land removed from Register (Ha)	63.59 of 270 (24%)	63.59 of 270 (24%)
Area of Opportunity Sites (Ha)	753.94 of 889.64 (85%)	753.94 of 889.64 (85%)
All Direct Floorspace Created (Thousand sqm)	165.18 of 1,379.5 (12%)	165.18 of 1,379.5 (12%)
Follow-On Floor Space Delivered (all classes (excl.Housing) (Thousand sqm)	195.85 of 1,380.1 (14%)	195.85 of 1,380.1 (14%)
Follow On New Residential Units Delivered	<b>11,070</b> of 26,634 ( <b>42%</b> )	10,845 of 26,634 (41%)
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	To be updated Q2 2025/26	To be reported Q2 2025/26
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	To be updated Q2 2025/26	To be reported Q2 2025/26
Targeted recruitment and employment benefits secured (e.g. apprentices)	To be updated Q2 2025/26	To be reported Q2 2025/26
<b>Programme Economic Outcomes (based on approved OBCs)</b>	<b>As at Q1 2025/26</b>	<b>As at Q4 2024/25</b>
Net Additional Gross Value Added at City Region level by 2035 (£bn)	£4.322	£4.322
Total Net Additional Construction Person Years in Employment by 2035	16,586	16,586
Total Combined Follow-on & direct project Private Sector Investment (£bn)	£2.837	£2.837
Benefit Cost Ratio (over 25 years) of approved OBCs	5.65:1	5.65:1
<b>Programme Risks</b>	<b>As at 31/07/2025</b>	<b>As at 12/06/2025</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 31/07/2025</b>	<b>As at 12/06/2025</b>
No. of issues in period	2	2
New issues in period	0	0
<b>Programme Change</b>	<b>As at 31/07/2025</b>	<b>As at 12/06/2025</b>
Change Control Requests (CCR) submitted for City Projects in period	<b>9</b>	5
Approved CCRs/Restatements to date across City Deal Programme	431	423

## 1. PURPOSE

- 1.1.1 This Quarterly Performance Report includes an overview of the progress at **8 August 2025** for:
- City Region Team workplan; 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 8.

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

City Deal Programme
<ul style="list-style-type: none"><li>○ Glasgow City Council's (GCC) <u>Kyle St/North Hanover St</u> has started construction.</li><li>○ Glasgow City Council's (GCC) <u>George Square and Surrounding Avenues</u> project has started construction. The site has been hoarded, and statues have been removed.</li><li>○ The construction contract has been awarded for GCC's <u>Byres Road Public Realm Phase 2</u>.</li><li>○ Inverclyde Council (IC) are developing a New Local Project at Inchgreen currently being named <u>Inchgreen Phase 2</u>. The council is currently working with Peel and the Joint Venture (JV) to progress the phase 2 reprofiling project.</li><li>○ North Lanarkshire Council (NLC) was granted approval from its Policy and Strategy Committee in June to introduce a new east-west link, the Towers Road Link, to <u>East Airdrie Link Road</u>.</li><li>○ On 18 July 2025, South Lanarkshire Council (SLC) published the demolition tender using the Scotland Excel Framework for East Kilbride Town Centre.</li><li>○ West Dunbartonshire Councils (WDC) was offered an alternate disruptive possession date for the demolition of the Eastern Overbridge deck from Network Rail after the first request was rejected. This date has been provisionally accepted by the council.</li><li>○ As of 14 July 2025, 5 MAs have now completed shortlisting phase and selected projects for the <u>Enabling Commercial Space</u> programme (ECS). These have been approved by DREG under Delegated Authority. Capacity building funds have been unlocked to support these MAs to develop FBCs for the 9 shortlisted projects.</li></ul>

## 4. CITY REGION TEAM WORKPLAN & RESOURCE UPDATES

### 4.1. Intelligence Hub Update

- 4.1.1 The Hub has developed a scope for the next large piece of research and insight –a detailed study into the Region's labour market. It will consider supply factors such as economic inactivity, residents with no qualifications (as discussed at the last Cabinet) and graduates. It will also look at current and future employment demand. This work is expected to be finished by Spring next year, with a series of deliverables to support existing programmes and projects.
- 4.1.2 The team is finalising its baselines for 10 towns around South Lanarkshire and is now providing a Council wide socio-economic baseline.
- 4.1.3 The Hub continues to support various programmes including the Innovation Action Plan, City Deal, Inverclyde, Fair and Healthy Work, Investment Zone and Smart and Connected Social Places.

### 4.2. Smart and Connected Social Places Programme ('S&CSP Programme')

- 4.2.1 The S&CSP Programme team continue to deliver the next phase of the DSIT funded GCR 5G Innovation Region programme. Over the last three months, following engagement with member authorities and their partners, individual project scopes have been developed. These are now being delivered in partnership with teams in Glasgow, Inverclyde, North and South Lanarkshire Health and Social Care Partnerships. They are also being delivered with housing teams in North Lanarkshire, Barrhead and Bield Housing Associations along with Glasgow HSCP Homelessness team.
- 4.2.2 The priority for the programme, as emphasised by DSIT, is that the monies are used to catalyse investment decisions. This has, in part, led to a decision to reduce the reliance on external consultants and contractors in the delivery of the programme. Instead, priority is being given to build

internal capability and capacity across the Region. As a result, there is projected to be an underspend of up to £400,000 in the programme.

- 4.2.3 The programme team are now engaging with the Council and Housing Association project teams to understand where there are opportunities to best utilise the underspend – whilst being mindful of the DSIT programme objectives and the requirement to spend the money by the end of March 2026. The intention is that options for utilising the money will be presented and discussed at the August programme board.

#### **4.3. Local Innovation Partnership**

- 4.3.1 Glasgow City Region is among three UK cities and regions receiving at least £30m each from the UK Government to unlock new, locally led innovation that can improve lives across the country. Partnerships between GCR, businesses and research organisations will work with UK Research and Innovation (UKRI) to invest the funding into a range of regional and national priorities in science and technology - from life sciences to green energy solutions, AI to engineering, and beyond.
- 4.3.2 The decision to earmark at least £30m to three high-potential areas in Glasgow, Belfast-Derry/Londonderry and Cardiff was reached following collaboration between the UK Government and the governments of Scotland, Northern Ireland and Wales. Seven regions of England were also announced as recipients last month - spanning the North-East to Greater Manchester, Liverpool to London. Details are being awaited from UKG on how the funding will operate and this will be brought back to the next meeting of the Chief Executives' Group (CEG).

### **5. CITY DEAL PROGRAMME UPDATE**

- 5.1.1 On 25 July 2025 the Chair of the Chief Executives' Group received the Gateway 2 decision letter confirming that the Region has successfully met the UK Government (UKG) and Scottish Government (SG) standard in respect of the performance of the Investment Fund allowing for the unlocking of the next five-year tranche of £300m of funding. The letter noted the following strengths of the City Deal Programme:
- strong evidence of ability to respond to economic changes, with the reprogramming exercise in response to COVID-19 noted as a good example of adaptability;
  - strong evidence of assurance, programme management and achieving outputs; and
  - Improved governance structures.
- 5.1.2 The letter recognised the small number of areas for development around evaluation methodologies which the Gateway Readiness Improvement Plan (GRIP) had already been developed to address. The PMO and Hub have been working with Member Authorities to progress the actions within the GRIP. The following progress has been achieved:
- Outcome indicators: MAs have been asked to identify new outcome indicators to monitor and to share any existing monitoring/evaluation data they may hold with the PMO and Hub. Five MAs have provided a response to the request with the remainder progressing the exercise.
  - Stakeholders: MAs have been asked to provide a list of key stakeholders for each project in order that interviews can be undertaken by the Hub with these stakeholders throughout the duration of the project lifecycle. The contemporaneous accounts will be collated and presented at Gateway Review 3. Five MAs have provided a response to the request with the remainder progressing the exercise.
  - GIS mapping: The PMO and Hub have met with project managers and GIS officers from each MA to confirm the quantum and location of all City Deal outputs and outcomes and to return GIS data to the Hub. Two MAs have returned data with the remainder progressing the exercise.
- 5.1.3 The PMO and Hub have been invited to write to the Ministry for Housing, Communities and Local Government (in its capacity as the lead government department for the Gateway process) to provide feedback on the Gateway 2 Review process. It is anticipated feedback, which will incorporate initial feedback from the Commission for Economic Growth, will be provided by 15 August 2025. It is hoped this feedback will be used to inform the design of the Gateway 3 Review process.

## 6. PROJECT STATUS SUMMARY

- 6.1.1 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.
- 6.1.2 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.
- 6.1.3 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 **116** Full Business Cases (FBCs) expected to be developed, 65 have been approved to date. (The total number of FBCs has increased from 97 following the approval of the Enabling Commercial Space S/OBC – adding an additional **18** FBCs for the Economic Commercial Space (ECS), 1 for new local project of Inchgreen Phase 2, ***the splitting of GCC's EIIPR sub-project Broomielaw/Clyde Street into 2 subprojects*** 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;
  - 1 is reporting at **Amber** status which is GCC's Metropolitan Glasgow Strategic Drainage Project; and
  - 20 are reporting at **Green**
- 6.1.4 A position statement, setting out project progress and the issues being faced by projects is set out in Section 15.

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

- 7.1.1 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.
- 7.1.2 No FBCs have been approved by the DREG in this period.
- 7.1.3 Following receipt of the required evidence, the Director for Economic Growth has approved the release of City Deal Inflation Funds for the following projects:
- £8.487m for RC's Clyde Waterfront Renfrew Riverside Project
  - £1.963m for EDC's Place and Growth Programme
  - £1.794m for WDC's Exxon Site Development Project.

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

- 8.1.1 Thirteen CCRs have been submitted by the MAs for approval since the last Cabinet meeting (four from June 2025 Interim Performance Report and nine from Q1 QPR) as set out below.
- 8.1.2 The following 5 CCRs represents Minor Changes and have been approved by DREG under Delegated Authority on 31 July 2025. ***Milestones and RAG status in Appendices 1 and 2 reflect these changes.***

8.1.3 Glasgow City Council – Collegelands Calton Barras – Wellpark Link - 260611\_GCC\_059 (MA Ref. GCC/CCN/CCB/012)

- **Timeline Changes:** Construction end delayed from November 2024 to July 2025 (+8months) and GCC has confirmed practical completion.
- **Benefits Realisation:** Benefits realisation will be delayed by 8 months as per delay to construction end.
- **Finance Changes:** Profile of this £0.7m project will be amended in PSR to reflect revised timeline.
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** The project's start date was delayed due to lag time on materials and the Christmas embargo, resulting in an actual start date of 6th of January 2025. This had a follow-on impact on the construction end date.
- **CCR History:** 8 previous restatements: 5 on time, 3 on finance, 2 on scope. Over the course of the City Deal, the construction end has moved from November 2020 (in SBC) to July 2025 (+4yrs and 8 months)
- **Recommendation:** PMO assessment is that the above represents **Minor Change** recognising the project has reached Construction completion. **Cabinet is recommended to note that this change has been approved by DREG under Delegated Authority on 31 July 2025.**

8.1.4 Glasgow City Council – Enabling Infrastructure and Integrated Public Realm – Holland Street/Pitt Street - 250611\_GCC\_060 (MA Ref. GCC/CCN/EIIPR/012)

- **Timeline Changes:** Construction end delayed from July 2024 to June 2025 (+11months); and formal opening delayed from August 2024 to July 2025 (+11months) and GCC has confirmed practical completion.
- **Benefits Realisation:** Benefits realisation will be delayed by 11 months as per delay to construction end.
- **Scope Changes:** There is no anticipated impact to scope.
- **Finance Changes:** Profile of this £5.5m project will be amended in PSR to reflect revised timeline.
- **Reason for the change:** Delays in most part are down to the adjacent development MODA - Holland Park, which limited access areas at periods during the construction of the Avenue.
- **Dependencies:** There is no anticipated impact.
- **CCR History:** 5 previous restatements: 5 on time and 2 on finance. Over the course of the City Deal, the construction end has moved from August 2020 to June 2025 (+4 yrs and 10 months)
- **Recommendation:** PMO assessment is that the above represents **Minor Change** recognising the project has reached Construction completion. **Cabinet is recommended to note that this change has been approved by DREG under Delegated Authority on 31 July 2025.**

8.1.5 Glasgow City Council – Enabling Infrastructure and Integrated Public Realm – Sauchiehall Street Precinct and Cambridge Street - 250611\_GCC\_061 (MA Ref. GCC/CCN/EIIPR/013)

- **Timeline Changes:** Construction end delayed from August 2024 to July 2025 (+11months); and formal opening delayed from September 2024 to July 2025 (+10months). GCC has confirmed practical completion achieved in July 2025.
- **Benefits Realisation:** Delivery of benefits delayed by 11 months as per delay to construction end.
- **Finance Changes:** no anticipated impact to finance on this £9.0m project
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** A number of factors impacted the construction timeline for this project.
- **Dependencies:** There is no anticipated impact.

- **CCR History:** 5 previous restatements: 5 on time, 2 on finance and 1 on scope. Over the course of the City Deal, the construction end has moved from August 2020 to July 2025 (+4 years and 11 months)
- **Recommendation:** PMO assessment is that the above represents **Minor Change** recognising the project has reached Construction completion. **Cabinet is recommended to note that this change has been approved by DREG under Delegated Authority on 31 July 2025.**

8.1.6 Glasgow City Council – Metropolitan Glasgow Strategic Drainage Partnership – Eastern Springburn - 250611\_GCC\_063 (MA Ref. GCC/CCN/MGSDP/008)

- **Timeline Changes:**  
FBC approval delayed from May 2025 to submission in January 2026 (to be approved under Delegated Authority January 2026) (+8months);  
Construction start delayed from May 2025 to Feb 2026 (+9months); and  
Construction end delayed from April 2026 to August 2026 (+4months)  
**Benefits Realisation:** Benefits Realisation will be delayed by 4 months as per delay to construction end.
- **Finance Changes:** Profile of this £1.3m project will be amended in PSR to reflect revised timeline.
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** Delay caused by a requirement to progress additional site investigations, revise the planning application and delays in wider staff recruitment exercises. Supplementary site investigation works planned June 2025.
- **Dependencies:** There is no anticipated impact.
- **CCR History:** 5 previous restatements: 5 on time, 2 on finance and 1 on scope. Over the course of the City Deal, the construction end has moved from March 2022 to August 2026 for Eastern Springburn (+4yrs and 5months).
- **Recommendation:** PMO assessment is that the above represents **Minor Change** owing to the 4-month delay to construction end. **Cabinet is recommended to note that this change has been approved by DREG under Delegated Authority on 31 July 2025.**

8.1.7 Glasgow City Council – Metropolitan Glasgow Strategic Drainage Partnership — High Knightswood — 250611\_GCC\_064 (MA Ref. GCC/CCN/MGSDP/008)

- **Timeline Changes:**  
FBC approval delayed from November 2025 to submission in June 2026 (to be approved under Delegated Authority June 2026 +7months);  
Construction start delayed from November 2025 to July 2026 (+8months); and  
Construction end delayed from October 2026 to December 2026 (+2months)
- **Benefits Realisation:** Benefits Realisation will be delayed by 2 months for High Knightswood as per delay to construction ends.
- **Finance Changes:** Profile of this £1.9m project will be amended in PSR to reflect revised timeline.
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** City Deal Executive Committee is seeking to achieve cost certainty on Eastern Springburn SWMP project prior to awarding High Knightswood/Netherton SWMP.
- **Dependencies:** Cost certainty required on Eastern Springburn prior to FBC submission.
- **CCR History:** 5 previous restatements: 5 on time, 1 on finance and 1 on scope. Over the course of the City Deal, the construction end from October 2021 to December 2026 (+5yrs and 2months)
- **Recommendation:** PMO assessment is that the above represents **Minor Change** owing to the 2-month delay to construction end. **Cabinet is recommended to note that this change has been approved by DREG under Delegated Authority on 31 July 2025.**

8.1.8 The following 2 CCRs represent Moderate Changes and were **approved by CEG on 7 August 2025.**



- 8.1.9 East Dunbartonshire Council – Place and Growth Programme – Westerhill Development Road - 250623\_EDC\_006 (MA Ref. EDC-CCR-006)
- **Finance Changes:** £7,516,538 additional cost funded from council approved Additional Member Contributions. This additional cost also increases the OBC approved WDR budget from £30,672,516 to £38,189,054.  
Financial reprofiling has been incorporated in the PSR for Q1 25/26.
  - **Timeline Changes:** No anticipated change to timeline.
  - **Benefits Realisation:** Net Economic Impacts have been revised. Project's BCR has been re-appraised and has been recalculated from 4.2:1 to 3.5:1.
  - **Scope Changes:** No anticipated impact to scope.
  - **Reason for the change:** Project cost has increased which EDC was approved to cover as additional Member Contributions on 19 June 2025.
  - **Dependencies:** There is no anticipated impact.
  - **CCR History:** 4 previous restatements: 3 on Time, 1 on Finance and 1 on Scope.
  - **Recommendation:** PMO assessment is that the above represents **Moderate Change** owing to change in finances. **Cabinet is recommended to note that the CEG has approved this CCR on 7 August 2025.**
- 8.1.10 South Lanarkshire Council – Enabling Commercial Space – Retrofit Project - 250704\_SLC\_036 (MA Ref. ECS 1)
- **Scope Changes:** Addition of Retrofit Project to the SLC Enabling Commercial Space programme. This project will focus on the refurbishment of an existing vacant unit or units up to a total of 425 sqm that is nearing the end of its economic life due to dated inefficient construction materials that result in it being uneconomical to run a business from. We will retrofit the identified building with efficient building materials and introduce features such as PV, air source heat pumps and low energy lighting with the aim of delivering an EPC B rated property that is fit for purpose.
  - **Finance Changes:** The allocated funding from the GCR ECS programme will be used to deliver the 3 priority projects: SLC RetroFit, Red Tree labs and Cathcart Rd. Match funding is in place where required. The new Retrofit project does not add any financial strain to SLC's GCR grant allocation.
  - **Timeline Changes:** No anticipated change to timeline. Project is to be delivered by 2030 as is required for all Enabling Commercial Space projects.
  - **Reason for the change:** The change gives SLC the ability to deliver positive economic change on commercial property owned by SLC and leased to the private sector. Targeting vacant property owned and controlled by the Council minimises deliverability risk.
  - **Benefits Realisation:** There is no anticipated impact to benefits realisation.
  - **Dependencies:** There is no anticipated impact.
  - **CCR History:** 0 previous restatements
  - **Recommendation:** PMO assessment is that the above represents **Moderate Change**. **Cabinet is recommended to note that the CEG has approved this CCR on 7 August 2025.**
- 8.1.11 The following 6 CCRs represent Significant Changes. These **were considered by CEG on 19 June 2025 and 7 August 2025 and are referred to Cabinet with recommendations for approval.**
- 8.1.12 Glasgow City Council – Metropolitan Glasgow Strategic Drainage Partnership – Cockenzie Street - 250611\_GCC\_062 (MA Ref. GCC/CCN/MGSDP/008)
- **Timeline Changes:**  
FBC approval delayed from August 2025 to submission in September 2026, PMO assumed approval November 2026 (+15months);  
Construction start delayed from August 2025 to October 2026 (+14months); and  
Construction end delayed from July 2026 to September 2027 (+14months)



- **Benefits Realisation:** Benefits Realisation will be delayed by 14 months as per delay to construction end.
- **Finance Changes:** Profile of this £1.3m project will be amended in PSR to reflect revised timeline.
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** This sub-project is intended to be a grant award to Scottish Water. The opportunity is for the Council to contribute funding to the core Scottish Water project to provide additional flood storage in Barlanark Park with the associated benefits of creating capacity on the Camlachie Burn downstream from the Park. FBC submission date is revised to September 2026 in order to align with Scottish Water's delivery timescales.
- **Dependencies:** There is a dependency on Scottish Water delivery programme.
- **CCR History:** 5 previous restatements: 5 on time, 2 on finance and 1 on scope. Over the course of the City Deal, the construction end has moved from September 2020 to September 2027 for Cockenzie Street (+7yrs).
- **Recommendation:** PMO assessment is that the above represents **Significant Change** owing to the 14-month delay to the Construction End date. **CEG noted the CCR on 7 August 2025 and referred to Cabinet with a recommendation to approve.**

8.1.13 Glasgow City Council (GCC) – City Centre Enabling Infrastructure Integrated Public Realm: Stockwell Street- 250611\_GCC\_057 (MA Ref. GCC/CCN/EIIPR/014)

- **Timeline Changes:** FBC approval delayed from February 2025 to September 2025 (+7months); contract award delayed from March 2024 to mid-September 2025; CS delayed from June 2025 to January 2026 (+7months); and CE delayed from August 2026 to October 2027 (+14months)
- **Scope Changes:** No anticipated impact to scope.
- **Finance Changes:** Profile of this £4.3m project will be amended in PSR to reflect revised timeline.
- **Benefits Realisation:** Benefits realisation will be delayed by 14 months as per delay to construction end. The construction profile delay and subsequent impact on commercial premises development has been modelled simultaneously for the Stockwell Street and Clyde Street change controls. These delays were estimated to have a negative £94,000 impact on the overall project – this figure is negligible given the scale of the intervention and the Benefit-Cost Ratio remains unchanged.
- **Reason for the change:** The procurement process did not produce a suitable contractor, and a decision was taken to revise the tender and re-advertise, subsequently delaying timeline. The construction period has increased to allow for potential interface with Argyle Street East Avenues works and Clyde Street Avenue works.
- **Dependencies:** There is no anticipated impact.
- **CCR History:** 4 previous restatements; 4 for time, 2 for scope and 2 for finance. Over the course of the City Deal, the construction end has moved from August 2024 (in SBC) to October 2027 (+3 years and 2 months)
- **Recommendation:** PMO assessment is that the above represents **Significant Change** owing to the 14-month delay to the Construction End date. **CEG noted the CCR on 7 August 2025 and referred to Cabinet with a recommendation to approve.**

8.1.14 South Lanarkshire Council (SLC) – Larkhall CGA - Merryton Roundabout - CCR 250529\_SLC\_ 032 - (MA Ref. CGA-L-Merryton-CCR1)

- **Timeline Changes:** FBC approval delayed from December 2024 to May 2026 (+17 months)  
Construction Start delayed from February 2025 to June 2026 (+16months)  
Construction end delayed from March 2026 to December 2027 (+21months).
- **Scope Changes:** No anticipated impact to scope.
- **Finance Changes:** No anticipated impact to finance. A review of the budget has been undertaken and it is expected that the original project scope and delivery of project outputs and outcomes will be achieved.

- **Benefits Realisation:** Benefits realisation will be delayed by 21 months.
- **Reason for the change:** Timeframe for implementing Phases 3 & 4 of the Larkhall CGA has been revised following discussions with lead developer, Persimmon Homes. The need to undertake detailed site investigations and obtain statutory approvals has resulted in the revised project timeframe.
- **Dependencies:** There is no anticipated impact.
- **CCR History:** 2 previous restatements for Time.

**Recommendation:** PMO assessment is that the above represents **Significant Change** owing to the movement in Construction End date by +21 months to December 2027. **CEG noted the CCR on 19 June 2025 and referred to Cabinet with a recommendation to approve.**

8.1.15 South Lanarkshire Council (SLC) – CGA Larkhall - M74 Works – 250529\_SLC\_033 (MA Ref. CGA-L-M74SR-CCR1)

- **Timeline Changes:** FBC approval delayed from September 2024 to September 2026 (+24months)  
Construction Start delayed from September 2024 to October 2026 (+25months)  
Construction End delayed from October 2025 to October 2027 (+24months)
- **Scope Changes:** No anticipated impact to Scope.
- **Finance Changes:** No anticipated impact to finance. Any impacts on project budget costs are expected to be covered by the current contingency/optimism bias provisions.
- **Benefits Realisation:** Benefits realisation will be delayed by +24 months.
- **Reason for the change:** An associated project, M74/A72 Signalisation, was completed in 2024 and its performance is currently being monitored. In addition to this, the 'trigger' point for implementation of these works is the completion of 550 homes at Larkhall CGA. Currently detailed planning consent is in place for 472 homes with a further 290 residential units likely to be subject to a forthcoming planning application.
- **Dependencies:** There is no anticipated impact.
- **CCR History:** 1 previous restatement for Time.
- **Recommendation:** PMO assessment is that the above represents **Significant Change** owing to the movement in Construction End date by +24 months to October 2027. **CEG noted the CCR on 19 June 2025 and referred to Cabinet with a recommendation to approve.**

8.1.16 South Lanarkshire Council (SLC) – Larkhall Leisure Centre (Community Facility) - 250529\_SLC\_034 (MA Ref: SLC - LCGA- LLC1)

- **Timeline Changes:** FBC CEG approval delayed from September 2024 to May 2026 (+20months)  
Construction Start delayed from September 2024 to June 2026 (+20months)  
Construction End delayed from March 2026 to May 2028 (+26months)
- **Benefits Realisation:** Benefits realisation is delayed by 26 months
- **Finance Changes:** The overall increase in cost amounts to £3.85m which is being funded by South Lanarkshire Council through Additional Member Contributions.
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** Delay due to extended period of community consultation, project scope review and construction logistics issues are extending the project delivery timeframe.
- **Dependencies:** There is no anticipated impact.
- **CCR History:** 1 previous restatement for Time.
- **Recommendation:** PMO assessment is that the above represents **Significant Change** owing to the movement in Construction End date by +26 months to May 2028. **CEG noted the CCR on 19 June 2025 and referred to Cabinet with a recommendation to approve.**

8.1.17 South Lanarkshire Council (SLC) – various Secondary Schools – 250529\_SLC\_035 (MA Ref. SLC - CGA- SS1)

- **Scope Changes:** the St Andrew and St Brides High School sub-project within the East Kilbride CGA will replace the Calderside Academy within the Hamilton GCA, which will now be delivered post-2030 and will be non-City Deal funded. The Non-Residential Institutions [class 10] sqm for all of the schools including St Andrews & St Brides High school will be confirmed in each project PSR and Non-Residential Institutions [class 10] sqm for Calderside Academy will move from outputs to outcomes reporting.
- **Timeline Changes:** Uddingston Grammar School: FBC approval date delayed from May 2025 to December 2025 (+7months); construction start delayed from July 2025 to February 2026 (+7months) and construction end delayed from July 2026 to July 2027 (+12months)  
St. Andrews & St. Brides High School: FBC approval date to be December 2025; construction start to be February 2026 and project completion date to be July 2027.  
Holy Cross High School: FBC approval date delayed from May 2025 to December 2025 (+7months); construction start delayed from July 2025 to February 2026 (+7months) and construction end delayed from July 2026 to July 2027 (+12 months)
- **Benefits Realisation:** Benefits realisation delayed by 12 months.
- **Reason for the change:** Delay is due to ongoing issues associated with the housing market demand pressures, construction marketplace, supply side pressures, skills & labour shortages and construction tender price inflation levels.
- **Finance Changes:** The overall secondary schools budget allocation in the various CGA OBC's approved was £13.520 million. There is no change to the overall City Deal funding requirement, however, there is a £4.998m increase in the forecast total scheme cost (now £18.518m) which is to be funded from additional developer contributions and, if required, additional member contributions.
- **Dependencies:** There is no anticipated impact.
- **CCR History:** 2 previous restatements for Time
- **Recommendation:** PMO assessment is that the above represents **Significant Change** owing to the movement in Construction End dates (by +12months) to July 2027 and the increase in overall project costs which will be covered by MA contributions. **CEG noted the CCR on 19 June 2025 and referred to Cabinet with a recommendation to approve.**

## 9. CITY DEAL PROGRAMME RISKS

- 9.1.1 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'.

## 10. CITY DEAL PROGRAMME ISSUES

- 10.1.1 The Programme Issue Log has been updated, and all updates are noted in ***bold and italics*** in Appendix 4. As at 31/7/2025 there were two issues. There has been no change to ratings in period.

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

### 11.1. Outputs

- 11.1.1 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 Q1 2025/26 are reported in Table 5.2.

- 11.1.2 As part of the GIS mapping exercise, the PMO continues to work with Member Authorities to verify the quantity of reported outputs. A number of amendments have been made to previously reported outputs in the Q1 reporting as a result of this exercise, namely:
- Glasgow City Council's (GCC) Canal and North Gateway programme has reported the following additional outputs as being delivered across three previously completed subprojects projects (FBC1: Sighthill: Remediation (Contract 1); FBC 2: Sighthill Remediation (Contract 2); and FBC 7: Sighthill M8 Pedestrian Bridge):
    - Cycle Routes (segregated) (New) [km] – 6.06
    - Pedestrian Routes (New) [km] – 6.06
    - Public Realm (New) [ha] – 2.92
    - Road (New) [Km] – 5.81
  - GCC's MGSDP project reported additional outputs of:
    - 113,000 [sqm] Blue Green Infrastructure
  - Inverclyde Council's (IC) Ocean Terminal project reported additional outputs of:
    - 318,135.00 [cbm] Dredging
  - Inverclyde Council's (IC) Inchgreen project reported additional outputs of:
    - 126,990.25 [cbm] Dredging
    - 26 [no.] Lighting (New)
  - Following CCRs no. 250404\_NLC\_054 (in May 2025) for the North Lanarkshire Orchard Farm project, CD will no longer pay for the 0.45km of New Roads but funded by the developers' contribution. Therefore, this indicator has been moved from the Outputs list into the Outcomes list.

## 11.2. Follow-on Outcomes

- 11.2.1 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 **Q1 2025/26** are reported in Table 6.2.

### **Outcomes Amended in the Reporting Period**

- 11.2.2 In Q1 25/26 a review of the delivered Housing under ERC's Balgray Station sub-project was undertaken. As a result, it was found that the previous reported delivery in Q4 24/25 was lower than the actual delivery and so figures have been revised to the following. The additional delivery in Q1 25/26 has then been added to the revised Q4 delivered housing figures.
- Private Housing Units (New) [no.] - previously reported as 143, now adjusted to 161
  - Residential Units (New) [no.] – previously reported as 209, now adjusted to 227
  - Social Housing Units (New) [no.] - previously reported as 9 now adjusted to 20
  - Affordable Housing Units (New) [no.] - previously reported as 20 now adjusted to 46
- 11.2.3 0.45 km of New Road now delivered with the Developers funding rather than CD funds (following 250404\_NLC\_054 approved in May 2025)

### **Outcomes Delivered in the Reporting Period**

- 11.2.4 For the Balgray Railway station (CGA) project, **ERC** reported:
- 25 Private Housing Units (HLAA TENURE.PRIV) (New) [no.]; and
  - 25 Residential Units (HLAA2018.CAPACITY) (New) [no.]
- 11.2.5 For the Hamilton Community Growth Area (CGA) project, **SLC** reported:
- 36 Private Housing Units (HLAA TENURE.PRIV) (New) [no.];
  - 3,960 [sqm] of Residential (Houses and Flats) (Class 9); and

- 36 Residential Units (HLAA2018.CAPACITY) (New) [no.]
- 11.2.6 For the East Kilbride CGA project, **SLC** reported:
- 97 Private Housing Units (HLAA TENURE.PRIV) (New) [no.];
  - 10,670 [sqm] of Residential (Houses and Flats) (Class 9); and
  - 97 Residential Units (HLAA2018.CAPACITY) (New) [no.]
- 11.2.7 For the Newton CGA project, **SLC** reported:
- 49 Private Housing Units (HLAA TENURE.PRIV) (New) [no.];
  - 5,390 [sqm] of Residential (Houses and Flats) (Class 9)
  - 49 Residential Units (HLAA2018.CAPACITY) (New) [no.]

### 11.3. Community Benefits Hub

- 11.3.1 The GCR Community Benefits Hub scheme launched in early September 2024 with three initial councils, East Renfrewshire, Glasgow and North Lanarkshire. In December, Inverclyde also officially launched on the live website.
- 11.3.2 ***By end of June 2025, 34 Requests had been delivered by Suppliers for local Community Groups, with an overwhelmingly positive response, and a further 21 had been Matched and approved with delivery in progress.***
- 11.3.3 Requests delivered in this quarter included: the provision of new PPE and safety equipment to be used for community builds and workshops; the donation of tools and materials for a community garden; new raised beds donated to a food growing co-operative space; the donation of helmets and high visibility clothing to be provided alongside free bicycles for children and young people; work inspiration and preparation, work experience placements and volunteering; re-painting the outside of a community facility; support as a walk leader to run health and wellbeing walks in Cardowan Moss; support to include an ASN quiet zone as part of a Community Fun Day; donation of kitchen equipment for a community facility; donation of a projector to run activities for 'care families'; the donation of path materials to maintain Linn Park; the donation of a CNC machine to be used as part of affordable skills courses; and the donation of filing cabinets for a carers' charity.
- 11.3.4 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.
- 11.3.5 Following approval from the Glasgow City Region Chief Executives' Group, the University of Strathclyde is now set up on the Community Benefits Hub as the first Phase Two Organisation. The University are progressing this internally with a soft launch anticipated shortly. 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.
- 11.3.6 Next steps include testing and launching the API link to Cenefits, for which development work has now completed, and transitioning to a full Phase 2 launch which will allow further GCR Anchor Organisations to join and invite their Suppliers onto the site.
- 11.3.7 Table: Summary (by Council) to the end **June** 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 **supplier** for a Community Group in East Renfrewshire), or Regionally where available (e.g. by a Glasgow City **supplier** 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.

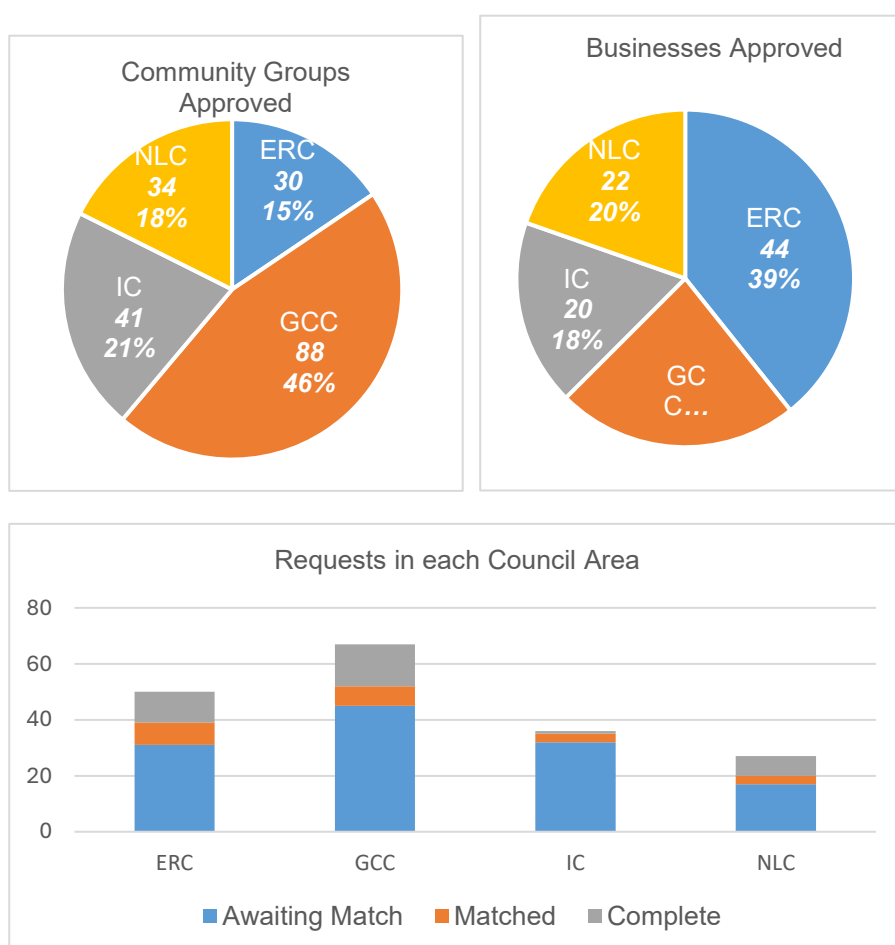
- Requests Matched for Community Groups in that Council area: how many Requests have been Matched for Community Groups in the listed Council area, including where the Request has been Matched by a Business which holds a contract with a different Council.

	Total (Cumulative)	Total In Quarter	ERC		GCC		IC		NLC	
			Total	In Q	Total	In Q	Total	In Q	Total	In Q
Community Groups Approved	<b>193</b>	<b>45</b>	<b>30</b>	<b>1</b>	<b>88</b>	<b>9</b>	<b>41</b>	<b>20</b>	<b>34</b>	<b>15</b>
Businesses Approved	<b>112</b>	<b>45</b>	<b>44</b>	<b>16</b>	<b>26</b>	<b>8</b>	<b>20</b>	<b>12</b>	<b>22</b>	<b>9</b>
Requests Approved	<b>180</b>	<b>59</b>	<b>50</b>	<b>10</b>	<b>67</b>	<b>9</b>	<b>36</b>	<b>22</b>	<b>27</b>	<b>18</b>

Total Requests Matched <u>by Businesses with a contract with that Council</u>	<b>55</b>	<b>23</b>	<b>18</b>	<b>7</b>	<b>23</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>10</b>	<b>7</b>
Total Requests Matched <u>for Community Groups in that Council area</u>	<b>/</b>	<b>/</b>	<b>19</b>	<b>7</b>	<b>22</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>10</b>	<b>7</b>

Total Matches Completed <u>by Businesses as part of a contract with that Council</u>	<b>34</b>	<b>13</b>	<b>10</b>	<b>4</b>	<b>16</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>5</b>
Total Matches Completed <u>for Community Groups in that Council area</u>	<b>/</b>	<b>/</b>	<b>11</b>	<b>4</b>	<b>15</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>5</b>

### 11.3.8 Charts showing Community Benefits Hub reporting to the end **June** 2025.



## 11.4. Community Benefit Outcomes

11.4.1 The community benefit outcomes to be updated in Q2 25/26 to follow.



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

- 12.1.1 Appendix 7 details the total expenditure per project from the latest Project Status Report as of **30 June 2025**. This is then compared with cumulative projected spend, previous years spend, profiled spend in 2025/26 and the projected spend for **2026/27**. **The table also shows the grant received to date, cumulative business case approvals and maximum Govt. grant allocations.**
- 12.1.2 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 **£1.131bn**. 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 **£564.6m**.
- 12.1.3 The actual spend for 2025/26 to Quarter 1 is **£10.6m which is 8% of current forecasts**. Forecast spend for the next financial year, **26/27 is £150m**.
- 12.1.4 The cumulative to date spend as at **Q1 2025/26** is **£575.2m**. Funding approved to date totals **£677m** and the cumulative grant allocation to date is **£400m**.

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

- 13.1.1 Appendix 8 displays **the grant claims to date totalling £553m**. All Member Authorities have returned their grant claims to the end of Quarter 1 2025/26. The cumulative value of grant claims received in **2025/26** is **£18.5m**.

## 14. PMO BUDGET

- 14.1.1 The budget statement, reported in Appendix 9, shows the PMO budget of **£2.808m** for **2025/26** and an anticipated deficit for the year of **£0.755m**. This deficit will be offset against prior year balances brought forward of £2.925m maintaining the surplus (albeit reduced) for the current year of **£2.169m**. 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 will offset the deficit and impact on the carry forward into 2026/27**.

## 15. 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**.

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

- 15.1.1 East Dunbartonshire Council's (EDC) £36.84m (**£44.34m** including additional member and external contributions) City Deal funded 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.

- 15.1.2 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: **Approval of £7.5m additional contribution to WDR budget - received from Council 19 Jun 2025; DMRB Stage 3 Design report completed; Planning Application determination on track for October 2025; and Contract negotiations for main contractor detailed design contract and client-side Project Management contract underway.**

Key activities in next period will focus on: Continue engagement during planning application determination period; Stage 3 Ground Investigation surveys ongoing **with conclusion of onsite lab testing and Factual report end June; other surveys ongoing (pavements and**

**drainage); appointment of above-mentioned contracts and commencement of detailed design stage; and Scheduled monument consent application, TRO discussions, and RCC discussions.**

Key activities in this period related to the follow-on development at Westerhill Regeneration Area (WRA) were: **Land transfer Terms substantively agreed and drafting of missives commenced - to be completed end of 2025**; Progressing WDR accommodation works agreements with landowners as part of developing the missives of sale for the acquisition; and Funding applications submitted to Transport Scotland for active travel routes at WRA **and still awaiting response**.

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 WDR FBC date (as per CCR 250404\_EDC\_004) is May 2026 and Construction End 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 undertaken.**

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 from Morrisons is expected in **Q2 2025/26 with handover date to be agreed**. The last approved BTC FBC submission date is May 2026 with Construction End postponed to May 2027 (CCR 250404\_EDC\_004).

## **15.2. M77 Strategic Corridor Programme (Green)**

15.2.1 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. **Network Rail expecting site compound works to start mid-July 2025**. In Q4 24/25 CCR 250404\_ERC\_046 **was approved** 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 **appointed** John Graham Construction Ltd **to complete the works**. Works began on site in January 2024. 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 **leading to a series of Compensation Events from the Contractor, programme extension, a need to amend an existing agreement with a stakeholder (Scottish Water procurement agreement), and a need to acquire additional funding to complete the project. The compensation events process is being managed appropriately, with these being implemented gradually by the NEC Project Manager and the backlog of CEs reducing. Regular commercial meetings with the Contractor are taking place to manage the remaining risks and resolve outstanding compensation events. Additional funding required to complete the project has been established with detailed forecasting exercise by the project team. The figures are being considered and refined. The final project outturn cost is expected to be in excess of FBC budget. The Scottish Water procurement agreement amendment is underway with review of the document which captures additional maintenance liability for SW and cost quantification. A programme risk workshop was held on 15 July to consider areas to de-risk the programme and reopen the road at the earliest possible opportunity. Currently the key risk is the reliance upon utility providers e.g. SPEN to undertake electricity cables diversions as programmed. The risk is being managed at both project and senior levels to mitigate potential impact. Senior level meetings were held with SPEN on 22 July and 29 July. Progress on site includes: 88% of the promenade wall has been completed with only one minor area of the wall left to be completed. The reservoir drawdown tower access bridge has been dropped into its final position on the promenade wall and temporary supports removed from site. The bridges and culvert structural works are completed. Finishing works on the bridges are ongoing. Earthworks operations are ongoing with excavation for the road box and preparation for the final section of embankment reinstatement. Resurfacing, paving operations, installation of new street lighting, traffic signals, hardscape and softscape works are all underway.** 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 **was approved** 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. OBC was approved November 2024. **Design to RIBA stage 4 is ready to commence, some elements are envisaged to be design and build and thus involve the engagement of a contractor at this stage.** 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 (detailed in CCR 250404\_ERC\_048) with construction start delayed to May 2026 and construction end delayed to December 2026. **There is uncertainty created by ongoing potential knock-on effects resulting from Aurs Road on timeline and budget which ERC is mitigating by looking for other funding pots to increase finance from developer contributions to allow City Deal funding to be reallocated to Aurs Road.**

#### 15.2.2 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.

### 15.3. Canal and North Gateway Project (Green)

15.3.1 Glasgow City Council's (GCC) **£99m (£197m** 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.

15.3.2 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.
- Cowlares 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.

15.3.3 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. **The City Deal Design and Delivery Team** are 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.
- 15.3.4 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 has been deferred:
  - Cowlares: Remediation & Servicing and Cowlares Link which had previously been merged.
- 15.3.5 The Revision 10 changes to the projected cumulative City Deal spend took effect in Quarter 4 once the Inflation Fund values were approved.
- 15.3.6 Council officers will continue to explore alternative funding opportunities for development and delivery of deferred projects.
- 15.4. Collegelands Calton Barras (Green)**
- 15.4.1 Glasgow City Council's £27m (£31m including additional member and external contributions) 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.
- 15.4.2 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.
- 15.4.3 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. 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 is continuing to work with sectional completion to minimise disruption. **Construction was completed in July 2025. A Change Control Request was approved by DREG on 31 July 2025 restating construction end as July 2025 (+8months).**
  - 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. **Grant agreement passed by City Administration Committee 27 February 2025. Works continue on lease and planning application with Meatmarket Regeneration Community Interest Company (CIC). Subsidy control assessment now lodged, and licence granted for site investigation.**
- 15.4.4 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 **through RIBA Stages. A grant is to be awarded to Network Rail for design fees for the façade of the station. Network Rail is progressing façade design using CD grant monies, as approved by City Administration Committee. The avenue design is progressing internally.**
- 15.4.5 No projects from the Collegelands Calton Barras sub programme were deferred as part of Revision 10.

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

15.5.1 Glasgow City Council's **£123m (£152m** 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.

15.5.2 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.

15.5.3 Projects currently under construction/awaiting construction start are:

- Holland Street / Pitt Street (FBC 3): Timeline is reporting at **Complete** and Finance at **Green**. Works commenced on site w/c 27 March 2023. Works on the core Avenue are now substantially complete with minor snagging works remaining. Some localised works at the traffic light junction of Pitt St/Bath St took place in May to complete the Pitt Street cycleway following the release of the area by adjacent development that was occupying the works area. **Construction substantially complete, however 1 junction remaining due to works on adjacent construction site. A CCR was approved by DREG on 31 July 2025 to restate construction end as June 2025 (+11months).**
- Sauchiehall Street Precinct & Cambridge Street (FBC 4): Timeline is reporting at **Green**. Construction activity is ongoing. Site started at the end of September 2023. The works on Sauchiehall St Precinct were substantially completed April 2025 with the final reinstatements comprising small-scale works with localised fencing ongoing through May and June. A CCR **was approved by DREG on 31 July 2025** restating Construction End **to July 2025 (+10months)**.
- Argyle Street West (M8 Kingston Bridge to Union Street) (FBC 5): the contract was awarded by Glasgow City Council Contracts & Property Committee on 1<sup>st</sup> February 2024. Site started on 13 May 2024. Works are progressing along the south side of the street under the Hielanman's Umbrella and on the north side of the street between the Kingston Bridge and Douglas Street. Project still expected to complete in December 2025.
- Kyle Street / North Hanover Street (FBC): FBC was approved at the CEG meeting on 27 March 2025 and contractor was awarded following this approval. Pre-start meeting took place first week of May 2025. Construction started at the end of May 2025 **and the contractor is making progress on site.**
- George Square & Surrounding Avenues (FBC 6): As noted in Revision 10, 2 separate Avenue sub-projects (St Vincent Place Phase 1 and George Street 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 FBC for this project was approved by CEG on 14 May 2025 and the contract awarded also on this date. Statues conservation and restoration works commenced in May 2025 **with statues now removed and hoarding completed. Construction has now started, and good progress is being made.**

15.5.4 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 tendered in November 2024, however the project needed to be retendered. Stockwell St tender documents **were** redrafted (pricing now Bill of Materials and changes made to Time and Materials layout) and issued via an alternative framework (Scottish Government Dynamic Purchasing System). **The tender will close at the end of July. A CCR was submitted for**



**approval at Cabinet with Q1 2025/26 returns to restate timelines including FBC approval delayed to September 2025 (+7months); construction start delayed from June 2025 to January 2026 (+7months); and construction end delayed from August 2026 to October 2027 (+14months).**

- Argyle St East (Union St-Glasgow Cross): **FBC approval date of August 2025 is to be restated to allow GCC to publish a Prior Information Notice (PIN) in July 2025. The PIN seeks to determine current market conditions to inform the subsequent procurement route. A CCR is to be submitted in Q2 2025/26 outlining the revised milestone dates.**

15.5.5 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;**
- George Street Phase 2 (Montrose Street to High Street) – July 2026.

15.5.6 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.

15.5.7 Council officers will continue to explore alternative funding options for these deferred projects.

#### 15.6. Metropolitan Glasgow Strategic Drainage Partnership (**Amber**)

15.6.1 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.

15.6.2 Eight sub-projects have reported their Scope **Complete**:

- Camlachie Burn (FBC 1): Timeline and Finance report as **Complete**. 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 and Finance report as **Complete**
- Drumchapel SWMP (FBC 6): Timeline and Finance report as **Complete**. 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.

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

15.6.4 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. Finance impact continues to be assessed.

- 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 submission date to be restated following delay due in part to a requirement to progress additional site investigations, revise the planning application and delays in wider staff recruitment exercises. ***Supplementary site investigation works commenced June 2025. Construction contract to be awarded late February 2026 to have the earthworks undertaken late Spring/early Summer 2026. A CCR was approved by DREG on 31 July 2025 to restate FBC submission to January 2026.***
- 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. ***A CCR was approved by DREG on 31 July 2025 to restate FBC submission to June 2026. The CCR outlines this is due to the City Deal Executive Committee seeking to achieve cost certainty on Eastern Springburn SWMP project prior to awarding High Knightswood/Netherton SWMP.***
- 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. ***The opportunity is for the Council to contribute funding to the core Scottish Water project to provide additional flood storage in Barlanark Park with the associated benefits of creating capacity on the Camlachie Burn downstream from the Park.*** Design works continuing, and budget expected to be fully spent. ***A CCR was submitted for approval at Cabinet with Q1 2025/26 returns to restate FBC submission from July 2025 to September 2026.***

## 15.7. Clyde Waterfront West End Innovation Quarter (Green)

15.7.1 Glasgow City Council's **£121m (£124m** 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.

15.7.2 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. 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). The ridge formally opened to the public on 7 September 2024. 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. ***May 2025 saw the one millionth crossing since opening.***

15.7.3 Projects currently under construction/awaiting construction start are:

- The Developing the Economic Role of Glasgow University including: Byres Road Public Realm Phase 1 (FBC 7). This project will deliver active travel and public realm infrastructure. Timeline

and scope status and Finance reports at **Amber**. 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 was 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 were undertaken at the end of 2024. Contractor is anticipated to return and conclude the outstanding public realm works by **mid-July 2025** (instead of March 2025).

- o Developing the Economic Role of Glasgow University - Byres Road Public Realm Phase 2 (FBC Addendum) (FBC 8): FBC Addendum was approved by CEG in March 2025. **Contract has been awarded and** construction expected to begin in **early August 2025**.

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

15.7.5 The Revision 10 changes to the projected cumulative City Deal spend took effect in Quarter 4 once the Inflation Fund values were approved.

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

15.8.1 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 **currently being named Inchgreen Phase 2. The council is currently working with Peel and the Joint Venture (JV) to progress the phase 2 reprofiling project and further information is awaited in order to proceed to FBC submission.** 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.

## 15.9. Ocean Terminal (**Green**)

15.9.1 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.

15.9.2 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 George Wylie Foundation opened in April 2024. 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. The project OBC 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. A new cruise lease has since been completed for GOT to allow use all year round which will bring 400k passengers to the terminal and GCR.

#### 15.10. 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 has 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 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 was approved 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 2025.

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

15.11.1 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.

15.11.2 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. It is therefore recognised by the key stakeholders as vital to securing commercial development interest and associated growth potential in these sites. 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. CCR 250404\_NLC\_054 **was approved** to remove 0.45km of New Road from the project's reported scope as City Deal funds (**now financed by the developer's contribution**) will focus solely on the roundabout construction with the developer providing the new road. Progress has been made over the quarter by continuing the dialogue with MIRP partnership. **Negotiations on land acquisition between the MIRP partnership and a landowner to the north of the A8 are at an advanced stage but terms have yet to be concluded. This is reflected in the risk profile.** Action will focus on the following in Q2 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. **There is no change to report against current reporting milestones.** The project milestones of August 2026 for Full Business Case approval; October 2026 for Construction Start and October 2027 for Construction End remain current.
- 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. CCR 250404\_NLC\_053 **was approved restating** Full Business Case approval to November 2025 (previously May 2025, +6 months), Construction Start to 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.



The focus remains on ***option appraisal for phase 3 and progression of concept design; progression of finalised designs for phases 1 and 2; and identification of multiple landowners required for discussion and negotiation.*** Action will focus on the following in Q2 25/26: ***Completion of option appraisal, stakeholder engagement and concept design for phase 1. Progression with land assembly and detailed design for phases 1 and 2.***

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

15.12.1 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. Benefits monitoring is ongoing; 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 Q2 2025/26 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.

15.13. **Pan Lanarkshire Orbital Transport Corridor Project (Green)**

15.13.1 ***The £171m (£275m including external and additional member contributions), including inflation Fund monies still to be approved,*** 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.

15.13.2 The Ravenscraig Infrastructure Access (RIA) seeks to improve access from the M74 into Ravenscraig with a new dual carriageway from New Craig Road/Robberhall Road roundabout to the new road crossing of the West Coast Main Line railway (RIA South). The RIA OBC was approved by Committee on 27 August and GCRCD Cabinet on 6 October 2020.

15.13.3 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).

- o The WCML Crossing is now **Complete**.
- o Motherwell To Ravenscraig and Airbles Road Improvements (FBC 2 and 4): Progress in Q1 2025/26: ***finalising*** the RIA Value Engineering Review for design, 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. ***Progress includes consultation with local Elected Members on proposed changes to the design and phasing of the RIA South infrastructure; liaison with Planning over existing planning consent to accommodate proposed changes; and establishment of Ravenscraig officers' group to coordinate activity for the delivery of the regeneration of the site.***

Action in Q2 25/26 will focus on ***the 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. FBC approval scheduled for August 2026, construction start October 2026 and construction end in August 2027 (CCR 250404\_NLC\_055).

15.13.4 RIA North (Dualling of A723 Ravenscraig to M8 - FBC 3) has been deferred.

15.13.5 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. **Approval was secured from the NLC Policy and Strategy Committee in June 2025 to introduce a new east west link, the Towers Road Link, (subject to further consultation and assessment) to the EALR scope. The Towers Road Link provides additional outputs in terms of physical infrastructure but also will bring benefits of more resilience to the EALR, to the proposed Monklands Hospital and should manage programme and physical interface risks between the hospital and the EALR. The Towers Road Link has been included in the Pre Application Consultation and further information will be provided at Q2.** The progress over Q1 2025/26 continued to be on regular meetings and liaison with consultants for the Stage 3; continued development and implementation of land strategy; confirmation of EIA phasing approach; GI **tender award letter issued June 2025**; continued stakeholder and landowner engagement; **approval from Policy and Strategy Committee (June 2025) to include Towers Road Link within project; planning application notice (PAN) submission in May 2025. The PAN consultation is planned for 16 June to 10 August and there will be a focus on statutory in-person consultation events.** The focus for Q2 25/26 prioritises regular meetings with Stage 3 consultants; GI **starting on site**; 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 road alignment to incorporate consultation feedback; continued development of the Towers Road Link**; continued stakeholder and landowner engagement; and programme review.

- 15.13.6 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 Q1 2025/26 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. **Further drainage survey work has been commissioned to provide a full picture. This provides a robust position on the defects that need to be corrected.** 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. Further action in Q2 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, **including procurement of traffic modelling, and developing an evaluation plan in preparation for Gateway 3.**

#### 15.14. Clyde Waterfront and Renfrew Riverside Project (**Green**)

- 15.14.1 Renfrewshire Council's (RC) **£99m** (£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 runs between Meadowside Street and Argyll Avenue Renfrew to link with Inchinnan Road. The roads and bridge include provision for walking and cycling and enable improved public transport links to the complementary Glasgow Airport Investment Area project.



- 15.14.2 The Completion Certificate was issued to the Contractor dated 18 April 2025 and a formal opening event was held on Thursday 8 May 2025 with the bridge being operational to the public from mid-day 9 May 2025.
- 15.14.3 The Renfrewshire Council bridge operations team are now operating the bridge from the Control room on the South side of the river. They are supported in operation and maintenance by a number of external contracts such as maintenance and linesmen.
- 15.14.4 The contractor is currently completing snagging and landscaping works, and post completion monitoring continues during the 2-year contract defect liability period.

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

- 15.15.1 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.
- 15.15.2 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 closing the project and a recent detailed programme for rectification of all defects provided by the Contractor, particularly for the foul main system where completion of this will allow submission of a vesting application to Scottish Water. A significant number of defects are now rectified and defect completion is programmed for August 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.
- 15.15.3 The utilities and communications benefits as detailed in the FBC have now been delivered.

#### **15.16. Cathkin Relief Road (Green)**

- 15.16.1 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 project now substantially complete although there 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. **Overall outturn remains £16.0m and to date expenditure is currently £15.691m leaving £0.309m for the remaining compensation claims, monitoring and the remaining complementary works etc.**

#### **15.17. Greenhills Road Project (Green)**

- 15.17.1 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. **Overall outturn remains £35.950m and to date expenditure is currently £33.812m leaving £2.138m for the remaining compensation claims, monitoring and the remaining complementary works. 47 Part 1 claims (to the value of £971,000) have been received and settlements discussions are ongoing (n.b. fees and interest calculations will require to be added once concluded.) The noise report and associated modelling prepared by AECOM has been reviewed and a final document agreed. The conclusion of the report is that no properties qualify for an offer of noise insulation therefore there will be zero Part 2 claims. Ongoing measurements of the transport network performance and the collection of traffic data for the road network associated with the project will be assessed on an annual basis.**

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

15.18.1 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 Change Control Request has been approved on 6 August 2024 by Cabinet and the budget for the Stewartfield way project has been amended to £30M. Planning permission is expected during the latter part of 2026, with a public consultation event during Spring / Summer 2026. FBC is expected to be secured in early 2027 and construction will complete during 2028/29 with monitoring to follow. A critical review of the programme is ongoing to review key milestones and ensure adequate resources are being secured. At this stage, the overall programme remains within the same financial years as set out in the OBC, however there may be some modest movement.**
- East Kilbride Town Centre £43m (£61m including Additional Member and External Contributions) **including still to be approved inflation fund monies** – 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 **progressing. At the Progress Meeting on 26 June 2025, it was confirmed that works to the existing escape corridor in Plaza Mall, external service yard, and temporary utilities for one existing tenant in situ must be designed, procured, and completed before demolition begins. These items have been added to Master Programme to enable SLC to meet planned site start date. With SLC confirming full demolition, the demolition warrant will be submitted in the next quarter. SLC working towards 18 July 2025 to publish the demolition tender using the Scotland Excel Framework. A proposal of Application Notice and Environmental Impact Assessment Screening has been lodged and validated by the planning team at SLC (as of 12 May). The first Public Consultation was held in East Kilbride Library on 19 June with a second engagement event, update of the [www.ekfutures.co.uk](http://www.ekfutures.co.uk) website and short survey for wider consultation scheduled for 14 August. 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. Delays in concluding the sale may impact the legal agreement and planning strategy regarding the Plaza Mall interface and the Council is continuing to work closely with the current centre administrators and centre managers to ensure a positive outcome for this project.**

## 15.19. Community Growth Areas (Green)

- 15.19.1 South Lanarkshire Council's (SLC) £59m (£120m 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 are approved (Newton GCA – August 2018, Hamilton GCA - August 2018; Larkhall GCA - August 2019, East Kilbride GCA - August 2018).
- 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, ***however this has now been impacted by increases in mortgage interest rates and the continued reluctance of the Bank of England to reduce rates until inflation is brought under control.*** To date 1,080 (and additional 36 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 ***however this has now been impacted by increases in mortgage interest rates and the continued reluctance of the Bank of England to reduce rates until inflation is brought under control.***
    - 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. 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). ***1 out of 4 junctions completed with second junction improvement underway. Contractor has experienced issues with Public Utilities coordination. The contractor's performance is being closely monitored.***
    - The Calderside Academy subproject has missed its FBC submission date of March 2025. A Change Control Request was submitted for June 2025 CEG. ***The CCR was noted by CEG on 19 June 2025 and has been referred to Cabinet with a recommendation to approve.***
  - Larkhall CGA – the following 3 projects have been completed:
    - Glengowan Primary School Extension (Complete) – project completed 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 required to be upgraded with the installation of traffic signals and alterations to the junction layout 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 Larkhall Leisure Centre (Community Facility) subprojects have missed their FBC submission dates. A Change Control Request **was** submitted for June 2025 CEG. **The CCRs were noted by CEG on 19 June 2025 and referred to Cabinet with a recommendation to approve.**
  - 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 1,229 New Residential Units have been reported as having been built to date **(an increase of 49 from last quarter)**.
    - The Sustainable Transport Intervention and Uddingston Grammar School subprojects have missed their FBC submission date of March 2025. A Change Control Request was submitted for approval. **The CCR was noted at CEG on 19 June 2025 and was referred to Cabinet with a recommendation to approve.**
  - 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. School opening took place in August 2023.
    - Our Lady of Lourdes Primary School Extension (**Complete**) A CCR was approved 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. Construction 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. Construction started on 1 October 2024 following all necessary approvals being in place. Contractor is on site and will complete in July 2025



- 15.19.2 Following a review of SLC CGA's Secondary School projects and 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 **was submitted to realign programme and construction dates for their schools. This CCR was noted by CEG on 19 June 2025 and was referred to Cabinet with a recommendation to approve.**
- 15.20. Exxon Site Development Project (Green)**
- 15.20.1 West Dunbartonshire Council's **£30m (£49m** including additional member contributions) 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.
- 15.20.2 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 and construction started on 28 April 2025.
- 15.20.3 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. **As part of the inflation justification report, the Final Business Case Executive Summary was updated by the Council and approved by City Region in June 2025.**
- 15.20.4 **For the Eastern Overbridge deck demolition, a 54-hour disruptive possession was requested from Network Rail for early April 2026. This was rejected due to other rail operational arrangements, and an alternative disruptive possession was offered for the 22 November 2026 start, which was provisionally accepted by the Council. Impact on programme and cost is currently under assessment.**
- 15.20.5 The Exxon site remediation and the land transfer from Esso completed 10 January 2025. One other 3rd Party land transfer is outstanding. The negotiation is in the final stage by WDC Asset Management Team. The Final Remediation Report was submitted to regulators on 10 March 2025 (after the completion of the 6th month post remediation monitoring process). The review of the document is completed and accepted by the regulators on 22 April 2025. **Monitoring wells decommissioning is now also completed.**
- 15.20.6 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.
- 15.20.7 The project is to be completed by October 2027. This is a variation to the FBC approved Construction End date (December 2025). A further Change Control Request was approved at February 2025 Cabinet.
- 15.20.8 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 procurement for the landscape design is completed and the contract awarded. 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. **The Regeneration Capital Grant Fund (RCGF) opened opportunity for submissions for 2026/27 and application for the Community Parkland is proposed to be submitted.**

15.21. **Clyde Metro (Case for Investment) (Green)**

- 15.21.1 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.
- 15.21.2 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.
- 15.21.3 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
- 15.21.4 Stage 1A – Case for Change & Initial Options Generation and Development. Mott McDonald were appointed in March 2024 to support this stage. Their output outlined 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. A set of four potential network options/scenarios for comparison purposes were developed, with variations on mode, locations served, interchange opportunity and integration with the existing public transport network. The Case for Change, Network Options, Vision, Objectives and Outcomes formed part of a successful stakeholder engagement exercise in January and February 2025 across 180 individual stakeholders over 13 sessions. CFI Stage 1 concluded in March 2025. The outputs from Stage 1A will now be taken forward for development, assessment and appraisal as part of CFI Stage 2 to with a view to identifying the optimum network for delivery as part of the Programme Business Case.
- 15.21.5 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.
- 15.21.6 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, road map 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 which will take 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. This will then be reflected in recommendations for an effective programme operating and resourcing model including establishing independent peer review, communications and advocacy strategy and programme assurance strategy.
- 15.21.7 GCR Senior Officers Group will continue to be engaged during the development of the CFI Stage 2 to ensure all Member Authorities continue to have a strong coordinated regional voice and involvement to input to, validate and review key emerging outputs. ***The Clyde Metro team resource requirements across GCC and SPT continue to be reviewed and augmented to meet the evolving programme needs with appointments for a Health Officer, Transport Planners and***



***Programme Delivery Co-ordinator already undertaken. A transport economist will start in August 2025 working for SPT. A Grant Agreement for the CFI has been signed by GCC and SPT. A Memorandum of Understanding and Programme Mandate is under review by client partners.***

- 15.21.8 The outputs of stage 1b work will inform the development of programme beyond the technical work only. Preparations are ongoing to manage the delivery of the technical outputs with local authorities via the Senior officer's Group. CFI stage 2 programme work includes a review of assurance framework, the need for an independent peer review group and additional governance forums.
- 15.21.9 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. ***SPT have developed a detailed programme commission delivery programme and will be monitoring and managing consultants' delivery against defined milestones. The number of networks being considered has reduced from 4 to 3 and was approved at June Programme Steering Group meeting.***
- 15.21.10 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](https://www.glasgow.gov.uk/metro) at <https://www.glasgow.gov.uk/metro> for all related content and email address to get in contact if required.
- 15.21.1 SPT presented a progress update report to the GCR Chief Executives' Group and Cabinet in May 2025. This set out an end of Stage 1a Progress Report and provided the emerging plan, milestones and timelines for CFI Stage 2 development. Each Member Authority will be providing a similar formal update to their relevant committees between June and September 2025. SPT will also continue to keep its Partnership Board updated on progress at similar timelines.
- 15.21.2 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.
- 15.22. **Enabling Commercial Space (ECS) (Green)**
- 15.22.1 The Strategic/Outline Programme Business Case for the Enabling Commercial Space Project was approved by the CAB on 25 February 2025. The Strategic/Outline Business Case will be a dynamic document, developed by the PMO and overseen by a Working Group of MA representatives.
- 15.22.2 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.
- 15.22.3 The selection of shortlisted projects is being undertaken by each Member Authority (MA) through a self-assessment process. Ryden Consultants are supporting the GCR PMO in evaluating each MA's self-assessment.
- 15.22.4 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.
- 15.22.5 ***As of 14 July 2025, five MAs have now completed shortlisting phase and selected projects. These have been approved by DREG under Delegated Authority. Capacity building funds have been unlocked to support these MAs to develop FBCs for the 9 shortlisted projects.***

15.22.6 **Approved self-assessments are as follows:**

- **EDC: Southbank House (Refurbishment)**
- **ERC: Robertson Street Industrial Units (Improvements/Replacement); and Crossmill Industrial Units (New Build)**
- **GCC: Lighthouse (Refurbishment); Clyde Waterfront Innovation Campus (Enabling Infrastructure); and Red Dalmarnock (New Build)**
- **NLC: Ravenscraig (New Build); and Westpoint (New Build)**
- **RC: Tech Terrace AMIDS (New Build)**

15.22.7 **Appendices 1 and 2 contain any provided business case approval and construction dates. Milestone dates will be submitted in Q2 2025/26 for all 9 projects above which have been given approval to progress to FBC.**

15.22.8 **It is anticipated that a further 9 sub-projects will be approved following completion of self-assessments in Q2 25/26.**

15.22.9 **A CCR for SLC ECS was approved by CEG on 7 August 2025 to include the SLC RetroFit sub-project**

## **16. ANNUAL IMPLEMENTATION PLAN UPDATE**

### **16.1. City Deal Annual Implementation Plan Status**

16.1.1 The Annual Implementation Plan for 2025/26 is attached at Appendix 10. It sets out all of the activities which will be completed by the Programme Management Office and the Support Groups throughout 2025/26 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 10 with updates for the period marked in **bold italic** font. The table below shows all actions are either complete or reporting at Green.

<b>SUMMARY</b>	<b>City Deal Actions</b>	
<b>Red</b>	0	(0%)
<b>Amber</b>	0	(0%)
<b>Green</b>	<b>28</b>	<b>(85%)</b>
<b>Complete</b>	<b>3</b>	<b>(9%)</b>
<b>Superseded</b>	0	(0%)
<b>Future</b>	<b>2</b>	<b>(6%)</b>
	<b>33</b>	

## 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.

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Real.	Approved CEG FBC dates	End of construction
INFRASTRUCTURE PROGRAMME											
East Dunbartonshire Council in partnership with Strathclyde Partnership for Transport and Glasgow City Council											
1. Place and Growth Programme		C	C	n/a		G	G	G	F	various	various
	Westerhill Development Road		C	n/a	F	G	G	G	F	May 2026	Apr 2028
	A803 Sustainable Travel Corridor		D	n/a	D	n/a	n/a	n/a	n/a	n/a	n/a
	Bishopbriggs Town Centre Regeneration		C	n/a	F	G	G	G	F	May 2026	May 2027
East Renfrewshire Council											
2. M77 Strategic Corridor		C	C	n/a		G	G	G	G	various	various
	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	A	G	Oct 2023	Mar 2026
	Balgraystone Road			C	C	C	C	G	C	Mar 2019	Apr 2020
	Balgray Station			C	C	G	G	G	G	Sep 2024	Oct 2026
	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	Dec 2025	Dec 2026
Glasgow City Council											
3. Canal and North Gateway		C	C	C		G	G	G	G	various	various
	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: Cowlairs Bridge; Port Dundas; and 100 Acre Hill				C	C	C	C	A	Mar 2018	Jul 2019
	FBC4: NGIWMS - Smart Canal				C	C	C	C	A	Mar 2018	Jun 2019
	NGIWMS: Cowlairs 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 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	A	G	Dec 2025	Nov 2026
	Port Dundas: Pinkston Access and Remediation				F	G	G	A	G	Dec 2026	Aug 2027
-	Cowlairs: Remediation & Servicing				D	n/a	n/a	n/a	n/a	n/a	n/a
4. Collegelands Calton Barras		C	C	C		G	G	G	G	various	various
	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	G	G	G	Jan 2025	Jul 2025
	FBC 2: Meat Market Site Remediation				C	C	C	C	A	Jun 2019	Aug 2020

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Real.	Approved CEG FBC dates	End of construction
	FBC5: Meatmarket Public Realm and Listed Structures				C	G	A	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	various	various
	FBC1: Sauchiehall Street Avenue				C	C	C	C	A	Dec 2017	May 2019
	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
	Block A – St Enoch’s Square – Dixon Street				D	n/a	n/a	n/a	n/a	n/a	n/a
	Block A – Bath Street East Cathedral Street				D	n/a	n/a	n/a	n/a	n/a	n/a
	Block A - Kyle Street - North Hanover Street				C	G	G	G	G	Mar 2025	Dec 2026
	Block A – New City Road (The Underline Phase 2)				D	n/a	n/a	n/a	n/a	n/a	n/a
	Block A - Sauchiehall Street Precinct & The Underline Phase 1 Cambridge Street				C	G	G	G	G	Jun 2023	Jul 2025
	FBC3: Holland Street/Pitt St	C	C	C	C	C	C	G	G	Dec 2022	Jun 2025
	Block B – Elmbank Street & Elmbank Crescent				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				F	G	G	G	G	Nov 2025	Nov 2027
	Block B - Clyde Street				F	G	G	G	G	Nov 2025	Nov 2027
	Block C – Hope Street				D	n/a	n/a	n/a	n/a	n/a	n/a
	Block C – International Financial Services District				D	n/a	n/a	n/a	n/a	n/a	n/a
	Block C – St Vincent Street				D	n/a	n/a	n/a	n/a	n/a	n/a
	Block C – John Street				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						G	A	G	G	various	various
	FBC 1: Camlachie Burn				C	C	C	C	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	G	G	G	Jan 2026	Aug 2026
	High Knightswood/Netherton SWMP				F	G	G	G	G	Jun 2026	Dec 2026

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Real.	Approved CEG FBC dates	End of construction
7. Clyde Waterfront West End Innovation Quarter						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
	Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link				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
	Investing in the Strategic Road Network to Unlock Development (M8 Jct19)				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: CGAP Water Row Grant Award				C	C	C	C	A	Feb 2022	Jun 2024
	Develop. Econ. Role of QEUI and Adjacencies - Development Deficit Funding 3 (*)				M	n/a	n/a	n/a	n/a	n/a	n/a
	GRID - Clyde Waterfront Innovation Campus: Access and Connectivity (***) (#)				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 Improvements (Phase 1 and 2)	C	C	C	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 Development Deficit Funding Commercial Floorspace 2 (Govan Old Parish Church)				C	C	C	C	A	Jun 2019	Sep 2022
	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 - SEC - 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				C	C	C	C	A	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 QEUI - Govan-Partick Bridge				C	C	C	G	A	Nov 2021	Sep 2024
	FBC3: Improving Connectivity between GU and QEUI - Active Travel Route (North)				C	C	C	C	A	Oct 2019	Apr 2022
	Improving Connectivity between GU and QEUI - Active Travel Route (South) (***)				M	n/a	n/a	n/a	n/a	n/a	n/a
Inverclyde Council											
8. Inchgreen						G	G	G	G	various	various
	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

Project Name	Sub Projects	SBC	OCB	Augm OCB	FBC	Scope	Timeline	Finance	Benefits Real.	Approved CEG FBC dates	End of construction
9. Ocean Terminal				n/a		C	C	G	G	various	various
	Marine Works	C	C	C	C	C	C	C	A	May 2019	Mar 2020
	Terminal Building			n/a	C	C	C	G	A	Nov 2019	Feb 2023
10. Inverkip	Inverkip	C	C	n/a	C	G	G	G	G	Dec 2024	Dec 2025
North Lanarkshire Council											
11. A8 M8 Corridor Access Improvements				n/a		G	G	G	F	various	various
	Eurocentral Access Infrastructure (Ph.1 & Ph.2)	C	C	n/a	F	G	G	G	F	Nov 2025	Mar 2027
	Orchard Farm Roundabout			n/a	F	G	G	G	F	Aug 2026	Oct 2027
12. Gartcosh/Glenboig Community Growth Area						C	C	C	G	various	various
	Glenboig Link Road - FBC 1	C	C	C	C	C	C	C	G	Oct 2016	Jun 2018
	Glenboig Link Road - FBC 2				C	C	C	C	G	Dec 2016	Jun 2018
13. Pan Lanarkshire Orbital Transport Corridor			n/a	n/a		G	G	G	G	various	various
	RIA South - FBC WCML Crossing (FBC1)			n/a	C	C	C	G	G	Feb 2022	Aug 2023
	RIA South - New Dual Carriageway Rav to Motherwell (FBC2)			n/a	F	G	G	G	F	Sep 2026	Aug 2027
	RIA North - Dualling of A723 Rav to M8 (FBC3)	C	C	n/a	D	n/a	n/a	n/a	n/a	n/a	n/a
	RIA South - Dualling of Airbles Road and Jnct Improvements (FBC4)			n/a	F	G	G	G	F	Dec 2027	Mar 2029
	East Airdrie Link Road		C	n/a	F	G	G	G	F	Apr 2028	Sep 2030
	Motherwell Town Centre Interchange		C	C	C	C	C	G	C	Nov 2021	May 2023
Renfrewshire Council											
14. Clyde Waterfront and Renfrew Riverside (CWRR)		C	C	C	C	C	C	G	G	Feb 2021	Apr 2025
15. Glasgow Airport Investment Area (GAIA)		C	C	C	C	C	C	G	G	Mar 2019	Oct 2022
South Lanarkshire Council											
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		C	C	n/a	F	G	G	G	F	Jun 2026	Oct 2028
	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	Sep 2025	Jul 2028
19. SLC Community Growth Area		C	C	C		G	G	G	G	various	various
19a. Community Growth Area (CGA) - Newton										various	various
	Newton CGA Park and Ride				C	C	C	C	G	May 2017	Dec 2017
	Newton Farm Primary School				C	C	C	C	G	Feb 2016	Aug 2017
	Westburn Roundabout				C	C	C	C	G	Nov 2018	Sep 2019
	Sustainable Transport Intervention				F	A	A	G	F	May 2025	Jun 2026
	Uddingston Grammar School				F	G	A	G	F	May 2025	Jul 2026
19b. Community Growth Area - Hamilton										various	various
	FBC1: Woodhead Primary School Extension		C	C	C	C	C	C	G	Aug 2018	Aug 2019
	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

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Real.	Approved CEG FBC dates	End of construction
	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				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 (Larkhall Leisure Centre)				F	G	A	G	F	Sep 2024	Mar 2026
19d. Community Growth Area - East Kilbride										various	various
	Park and Ride Facility - Hairmyres				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
West Dunbartonshire Council											
20. Exxon Site Development Project		C	C	C	C	G	G	G	G	Jul 2023	Oct 2027
Regional Projects											
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	Southbank House (Refurbishment)		n/a	n/a	F	G	G	G	F	Feb 2028	2028
ECS: ERC	Robertson Street Industrial Units (Improvements/Replacement)		n/a	n/a	F	G	G	G	F	Oct 2026	2028
ECS: ERC	Crossmill Industrial Units (New Build)		n/a	n/a	F	G	G	G	F	Jun 2026	2027
ECS: GCC	Lighthouse (Refurbishment)		n/a	n/a	F	G	A	G	F	tbc	2035
ECS GCC	Clyde Waterfront Innovation Campus (Enabling Infrastructure)		n/a	n/a	F	G	G	G	F	tbc	tbc
ECS GCC	Red Dalmarnock (New Build)		n/a	n/a	F	G	G	G	F	tbc	tbc
ECS: IC	Crescent St (New Build)		n/a	n/a	F	G	G	G	F	Oct 2026	2028
ECS: IC	Inchgreen (New Build)		n/a	n/a	F	G	G	G	F	Oct 2026	2028
ECS: IC	Kelburn (New Build)		n/a	n/a	F	G	G	G	F	Oct 2026	2028
ECS: IC	Ingleston Park (Refurbishment)		n/a	n/a	F	G	G	G	F	Oct 2026	2028
ECS: NLC	Ravensraig (New Build)		n/a	n/a	F	G	G	G	F	Jan 2026	2027
ECS: NLC	Westpoint (New Build)		n/a	n/a	F	G	G	G	F	Aug 2027	2028
ECS: RC	Tech Terrace AMIDS (New Build)		n/a	n/a	F	G	G	G	F	Aug 2025	2027
ECS: SLC	Cathcart Road (New Build)		n/a	n/a	F	G	G	G	F	tbc	2029
ECS: SLC	Red Tree Labs, Shawfield Innovation Campus (New Build)		n/a	n/a	F	G	G	G	F	tbc	tbc
ECS: SLC	Industrial Unit (Upgrades and Retrofit)		n/a	n/a	F	G	G	G	F	tbc	tbc
ECS: WDC	TBC		n/a	n/a	F	G	G	G	F	tbc	tbc
ECS: WDC	TBC		n/a	n/a	F	G	G	G	F	tbc	2026



Appendix 2: PROJECTS MILESTONE DATES

Member Authority	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	Formal opening
INFRASTRUCTURE PROGRAMME															
EDC	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	various
		Westerhill Development Road							May 2026	no date	Mar 2026	no date	Jun 2026	Apr 2028	no date
		A803 Sustainable Travel Corridor							no date	no date	no date	no date	no date	no date	no date
		Bishopbriggs Town Centre Regeneration							May 2026	no date	Mar 2026	no date	Jun 2026	May 2027	no date
ERC	2. M77 Strategic Corridor		23/06/2015	05/08/2015	18/08/2015	various	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	Aug 2016
		Business Boost				as above	as above	as above	30/11/2017	n/a	Feb 2018	Mar 2018	Mar 2018	Mar 2019	Jan 2020
		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	Mar 2026
		Balgraystone Road				as above	as above	as above	28/03/2019	n/a	Feb 2019	May 2019	Jun 2019	Apr 2020	Oct 2020
		Balgray Station				27/07/2023	08/08/2023	08/08/2023	05/09/2024	n/a	25/07/2024	Feb 2025	Jul 2025	Oct 2026	Nov 2026
		Levern Valley Link				Oct 2023	Oct 2023	Oct 2023	Sep 2024	n/a	Aug 2024	Oct 2024	Nov 2024	Nov 2025	TBC
		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	Jan 2027
GCC	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	various
		FBC1: Sighthill: Remediation (Contract 1)							15/12/2015	15/12/2015	Nov 2015	Dec 2015	Dec 2015	Nov 2017	COMPLETE
		FBC 2: Sighthill Remediation (Contract 2)							18/10/2016	18/10/2016	Sep 2016	Mar 2017	Mar 2017	Apr 2023	Oct 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	COMPLETE
		FBC4: NGIWMS - Smart Canal							29/03/2018	10/04/2018	Feb 2018	Jun 2018	Jun 2018	Jun 2019	COMPLETE
		NGIWMS: Cowlairs Link							11/08/2022	n/a	17/06/2022	Aug 2022	Aug 2022	Aug 2023	Aug 2023
		FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Link							29/05/2019	n/a	Apr 2019	May 2019	Jun 2019	Feb 2022	COMPLETE
		FBC 7: Sighthill M8 Pedestrian Bridge							30/01/2020	n/a	13/12/2019	Jan 2020	Mar 2020	Jul 2022	COMPLETE
		FBC 6: Speirs Lock: Garscube Toll & Links							28/11/2019	n/a	25/10/2019	Dec 2019	Dec 2019	Feb 2022	COMPLETE
		Port Dundas: Dobbies Loan							18/12/2025	n/a	24/10/2025	Feb 2026	Feb 2026	Nov 2026	Nov 2026
		Port Dundas: Pinkston Access and Remediation							Dec 2026	n/a	Nov 2025	Feb 2027	Feb 2027	Aug 2027	Aug 2027
		Cowlairs: Remediation & Servicing							28/07/2022	n/a	17/06/2023	Aug 2022	Aug 2022	Aug 2023	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	various
		High Street Public Realm and Connectivity							Jun 2026	n/a	May 2026	Aug 2026	Jul 2026	Sep 2027	Sep 2027
		FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)							20/08/2024	n/a	26/04/2024	Aug 2024	Jan 2025	Jul 2025	Jul 2025
		FBC 2: Meat Market Site Remediation							30/06/2019	n/a	May 2019	Jun 2019	Jun 2019	Aug 2020	Aug 2020
		FBC5: Meatmarket Public Realm and Listed Structures							01/11/2024	n/a	Sep 2024	Jan 2025	Feb 2025	Nov 2026	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	Apr 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	Aug 2019
GCC	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	various
		FBC1: Sauchiehall Street Avenue							01/12/2017	n/a	Nov 2017	Dec 2017	Jan 2018	May 2019	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	Mar 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	Nov 2027
		Block A - St Enoch's Square - Dixon Street							27/07/2023	n/a	16/06/2023	Sep 2023	Nov 2023	Jan 2026	Jan 2026
		Block A - Bath Street East Cathedral Street							Jan 2025	n/a	Dec 2024	Feb 2025	Apr 2025	Dec 2026	Dec 2026
		Block A - Kyle Street - North Hanover Street							27/03/2025	n/a	31/01/2025	Apr 2025	Jun 2025	Dec 2026	Nov 2026
		Block A - New City Road (The Underline Phase 2)							23/09/2021	n/a	13/08/2021	Oct 2021	Oct 2021	Jun 2023	Jun 2023
		FBC 4: Sauchiehall Street Precinct & Cambridge Street							08/06/2023	n/a	28/04/2023	Jun 2023	Sep 2023	Jul 2025	Jul 2025
		FBC3: Holland Street/Pitt St							07/12/2022	n/a	Oct 2022	Dec 2022	Mar 2023	Jun 2025	Jun 2025
		Block B - Elmbank Street & Elmbank Crescent							Feb 2025	n/a	Jan 2025	Mar 2025	May 2025	Nov 2026	Nov 2026
		Block B - Stockwell Street							13/02/2025	n/a	06/12/2024	Mar 2024	Jun 2025	Aug 2026	Aug 2026
		Block B - Broomielaw							Nov 2025	n/a	Oct 2026	Mar 2026	Feb 2026	Nov 2027	Nov 2027



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		Block B - Clyde Street							Nov 2025	n/a	Oct 2026	Mar 2026	Feb 2026	Nov 2027	Nov 2027
		Block C - Hope Street							Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028	Dec 2028
		Block C - International Financial Services District							Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028	Dec 2028
		Block C - St Vincent Street							Sep 2026	n/a	Aug 2026	Oct 2026	Dec 2026	Oct 2028	Oct 2028
		Block C - John Street							27/07/2023	n/a	16/06/2023	Aug 2023	Oct 2023	Mar 2025	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	Sep 2028
		FBC2: Intelligent Street Lighting							29/03/2018	10/04/2018	Feb 2018	Feb 2018	Dec 2018	Jun 2019	Jun 2019
		Block C - George Square and Surrounding Avenues							14/05/2025	n/a	14/03/2025	May 2025	Jul 2025	Sep 2026	TBC
GCC	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	various
		FBC 1: Camlachie Burn							29/03/2017	11/04/2017	May 2017	Jun 2017	Jun 2017	Jul 2019	Jul 2019
		FBC 2: Cardowan Surface Water Management Plan (SWMP)							02/08/2018	14/08/2018	May 2018	Jun 2018	Jul 2018	Dec 2019	Dec 2019
		FBC 4: South East Glasgow SWMP							23/05/2019	n/a	May 2019	Jun 2019	Jul 2019	Jan 2021	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	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	TBC
		FBC 8: Hillington/Cardonald SWMP - Ph 3: Penilee							24/02/2022	n/a	Feb 2022	Feb 2022	Feb 2022	May 2023	TBC
		FBC 5: Garrowhill/Ballieston SWMP							29/08/2019	n/a	Jul 2019	Aug 2019	Sep 2019	Nov 2022	TBC
		FBC 6: Drumchapel SWMP							30/01/2020	n/a	13/12/2019	Feb 2020	Mar 2020	Mar 2021	Mar 2021
		Cockenzie St SWMP							07/08/2025	n/a	13/06/2025	May 2025	Aug 2025	Jul 2026	Aug 2026
		Fullerton Avenue SWMP							Feb 2023	n/a	Jan 2023	May 2020	Jul 2022	Mar 2023	Mar 2023
		Eastern Springburn SWMP							Jan 2026	n/a	Dec 2026	Feb 2026	Feb 2026	Aug 2026	Aug 2026
		High Knightswood/Netherton SWMP							Jun 2026	n/a	May 2026	Jul 2026	Jul 2026	Dec 2026	Dec 2026
GCC	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
		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							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							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							Nov 2024
		Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link	Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2024	Sep 2025							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							Jul 2023
		Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge	Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2023	Oct 2025							Oct 2025
		Investing in the Strategic Road Network to Unlock Development (M8 Jct19)	Feb 2024	n/a	Jan 2024	Mar 2024	Mar 2024	Mar 2025							Mar 2025
		GRID - Clyde Waterfront Innovation Campus: Site Remediation and Services (*) and Access and Connectivity (#)	Mar 2026	n/a	Feb 2026	Apr 2026	Apr 2026	Sep 2026							Oct 2026
		FBC 6: CGAP Water Row Grant Award	03/02/2022	n/a	24/12/2021	Feb 2021	Mar 2022	Jun 2024							Jun 2024
		Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3 (*)	27/07/2023	n/a	16/06/2023	Sep 2023	Sep 2023	Feb 2025							Feb 2025
		GRID - Clyde Waterfront Innovation Campus: Access and Connectivity (***) (#)	Mar 2026	n/a	Feb 2026	May 2026	May 2026	Apr 2028							Apr 2028
		Developing the Economic Role of Yorkhill Hospital Site	Aug 2024	n/a	Jul 2024	Sep 2024	Sep 2024	Aug 2025							Aug 2025
		FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm Improvements (Phase 1 and 2)	29/03/2018	10/04/2018	Mar 2018	Apr 2018	Apr 2018	Dec 2019							COMPLETE
		CGAP Development Deficit Funding - Commercial Floorspace 1 (**)	Nov 2021	n/a	Oct 2021	Dec 2021	Dec 2021	Oct 2022							Oct 2022
		FBC 2: CGAP Development Deficit Funding Commercial Floorspace 2 (Govan Old Parish Church)	20/06/2019	n/a	01/05/2019	Jun 2019	Jun 2019	Sep 2022							Sep 2022
		Access and Integrity of Waterfront - The Briggait/Lancefield Quay	Apr 2024	n/a	Mar 2024	May 2024	May 2024	Nov 2025							Nov 2025
		Access and Integrity of Waterfront - Yorkhill Quay	Apr 2024	n/a	Mar 2024	May 2024	May 2024	May 2025							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							Mar 2024
		Access and Integrity of Waterfront - SEC - Active Travel	Mar 2024	n/a	Feb 2024	Apr 2024	Apr 2024	Apr 2026							Apr 2026

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		Access and Integrity of Waterfront - Custom House Quay and Carlton Place (##)							Dec 2026	n/a	Nov 2026	Jan 2027	Jan 2027	Jan 2029	Feb 2029
		<del>Access and Integrity of Waterfront - Carlton Place (##)</del>							<del>Dec 2026</del>	<del>n/a</del>	<del>Nov 2026</del>	<del>Feb 2027</del>	<del>Feb 2027</del>	<del>Jan 2029</del>	<del>Jan 2029</del>
		FBC 4: Access and Integrity of Waterfront - Tradeston Phase 1							18/02/2021	n/a	09/12/2020	Dec 2020	Feb 2021	Jul 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	May 2023
		<del>Access and Integrity of Waterfront - Govan Graving Docks</del>							<del>Apr 2023</del>	<del>n/a</del>	<del>Mar 2023</del>	<del>May 2020</del>	<del>Apr 2023</del>	<del>Apr 2024</del>	<del>Apr 2024</del>
		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	Oct 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	Apr 2022
		<del>Improving Connectivity between GU and QEUH - Active Travel Route (South) (***)</del>							<del>Aug 2023</del>	<del>n/a</del>	<del>Jul 2023</del>	<del>Sep 2023</del>	<del>Sep 2023</del>	<del>Feb 2025</del>	<del>Feb 2025</del>
IC	8. Inchgreen		12/02/2019	28/01/2021	01/06/2021	n/a	n/a	01/06/2021	various	various	various	various	various	various	various
		Inchgreen Ph. 1				n/a	n/a		17/03/2022	n/a	04/02/2022	Apr 2022	Apr 2022	Mar 2024	Mar 2024
		Inchgreen Ph. 2 (New Local Project)				n/a	n/a		TBC	TBC	TBC	TBC	TBC	TBC	TBC
IC	9. Ocean Terminal		20/10/2015	27/09/2017	10/10/2017	various	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	Jul 2021
		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	Aug 2023
IC	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	Dec 2025
NLC	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	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	Mar 2027
		Orchard Farm Roundabout				n/a	n/a		Aug 2026	n/a	Jul 2026	Sep 2026	Oct 2026	Oct 2027	Oct 2027
NLC	12. Gartcosh/Glenboig Community Growth Area		18/08/2015	25/05/2016	06/06/2016	28/03/2019	09/04/2019	09/04/2019	various	various	various	various	various	various	various
		Glenboig Link Road - FBC 1							18/10/2016	18/10/2016	Sep 2016	Nov 2016	May 2017	Jun 2018	Aug 2018
		Glenboig Link Road - FBC 2							30/12/2016	13/12/2016	Nov 2016	Dec 2016	May 2017	Jun 2018	Aug 2018
NLC	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	TBC
		RIA South - New Dual Carriageway Rav to Motherwell (FBC2)							Sep 2026	n/a	Aug 2026	Aug 2026	Oct 2026	Aug 2027	TBC
		<del>RIA North - Dualling of A723 Rav to M8 (FBC3)</del>							<del>06/06/2024</del>	<del>06/08/2024</del>	<del>26/04/2023</del>	<del>Jul 2024</del>	<del>Oct 2024</del>	<del>Dec 2026</del>	<del>TBC</del>
		RIA South - Dualling of Airbles Road and Jnct improvements (FBC4)							Dec 2027	n/a	31/11/2027	Jan 2028	Feb 2028	Mar 2029	TBC
		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	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	May 2023
RC	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	TBC
RC	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	14/10/2022
SLC	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	Feb 2017
SLC	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	28/06/2022
SLC	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	TBC
		Stewartfield Way Capacity Enhancement		24/10/2024	24/10/2024	n/a	n/a	24/10/2024	Jun 2026	n/a	May 2026	Jul 2026	Oct 2026	Oct 2028	TBC
		East Kilbride Town Centre		13/02/2025	25/02/2025	n/a	n/a	25/02/2025	18/09/2025	n/a	25/07/2025	Jan 2026	Feb 2026	Jul 2028	TBC
SLC	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	various
SLC	19a. Community Growth Area (CGA) - 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	various
		Newton CGA Park and Ride							24/05/2017	06/06/2017	Apr 2017	May 2017	Jun 2017	Dec 2017	COMPLETE
		Newton Farm Primary School							03/02/2016	16/02/2016	Jan 2016	Feb 2016	Feb 2016	Aug 2017	COMPLETE
		Westburn Roundabout							29/11/2018	n/a	Oct 2018	Dec 2018	Mar 2019	Sep 2019	COMPLETE
		Sustainable Transport Intervention							14/05/2025	n/a	14/03/2025	Jun 2025	Jun 2025	Jun 2026	Jun 2026
		Uddingston Grammar School							14/05/2025	n/a	14/03/2025	Jun 2025	Jul 2025	Jul 2026	

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SLC	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	COMPLETE
		FBC2: Highstonehall Road Upgrade Works							29/11/2018	n/a	Oct 2016	Aug 2018	Aug 2018	Apr 2019	COMPLETE
		FBC3: Woodfoot Road Transport Corridor Improvements							25/04/2019	n/a	Mar 2019	Apr 2019	Jun 2019	Dec 2019	COMPLETE
		FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)							20/08/2024	n/a	Jun 2024	Sep 2024	Jan 2025	Nov 2025	Nov 2025
		FBC5: Wellhall Road/Hillhouse Road Junction (****)							20/08/2024	n/a	Jun 2024	Sep 2024	Oct 2024	Jul 2025	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	Jul 2025
		FBC7: Calderside Academy							14/05/2025	n/a	14/03/2025	Jun 2025	Jul 2025	Jul 2026	
SLC	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	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	COMPLETE
		Larkhall Nursery Extension							n/a	n/a	n/a	Mar 2021	Mar 2021	Aug 2021	TBC
		Merryton Roundabout & Link Road							05/12/2024	n/a	25/10/2024	Feb 2025	Feb 2025	Mar 2026	TBC
		A72 Lanark Road / M74 Signalisation							25/05/2023	n/a	28/04/2023	Dec 2023	Dec 2023	Jun 2024	Jun 2024
		M74 Works							04/09/2024	n/a	25/07/2024	Sep 2024	Sep 2024	Oct 2025	TBC
		Community Facility (Larkhall Leisure Centre)							04/09/2024	n/a	25/07/2024	Sep 2024	Sep 2024	Mar 2026	Apr 2026
SLC	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	various
		Park and Ride Facility - Hairmyres							04/09/2024	n/a	21/08/2024	05/09/2024	Oct 2024	Jul 2025	Jul 2025
		New Primary School (Phase 1) - Jackton							03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023	Aug 2023
		Our Lady of Lourdes Primary School							03/11/2023	n/a	15/09/2023	Nov 2023	Nov 2023	Aug 2024	Aug 2024
WDC	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	TBC
Reg Pri	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	n/a
Reg Pri	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	various
EDC	ECS: EDC	Southbank House ( <b>Refurbishment</b> )							<b>Feb 2028</b>	tbc	tbc	<b>Mar 2028</b>	<b>Mar 2028</b>	<b>Dec 2028</b>	2028
ERC	ECS: ERC	Robertson Street Industrial Units ( <b>Improvements/Replacement</b> )							<b>Oct 2026</b>	tbc	tbc	<b>Nov 2026</b>	<b>Mar 2027</b>	<b>Oct 2028</b>	<b>Mar 2029</b>
ERC	ECS: ERC	Crossmill Industrial Units ( <b>New Build</b> )							<b>Jun 2026</b>	tbc	tbc	<b>Jul 2026</b>	<b>Oct 2026</b>	<b>Nov 2027</b>	2028
GCC	ECS: GCC	Lighthouse ( <b>Refurbishment</b> )							tbc	tbc	tbc	tbc	2024	tbc	tbc
GCC	ECS: GCC	Clyde Waterfront Innovation Campus ( <b>Enabling Infrastructure</b> )							tbc	tbc	tbc	tbc	tbc	tbc	tbc
GCC	ECS: GCC	Red Dalmarnock ( <b>New Build</b> )							tbc	tbc	tbc	tbc	tbc	tbc	tbc
IC	ECS: IC	Crescent St ( <b>New Build</b> )							<b>Oct 2026</b>	tbc	tbc	<b>Nov 2026</b>	<b>Dec 2026</b>	<b>Dec 2028</b>	2029
IC	ECS: IC	Inchgreen ( <b>New Build</b> )							<b>Oct 2026</b>	tbc	tbc	<b>Nov 2026</b>	<b>Dec 2026</b>	<b>Dec 2028</b>	2029
IC	ECS: IC	Kelburn ( <b>New Build</b> )							<b>Oct 2026</b>	tbc	tbc	<b>Nov 2026</b>	<b>Dec 2026</b>	<b>Dec 2028</b>	2029
IC	ECS: IC	Ingleston Park ( <b>Refurbishment</b> )							<b>Oct 2026</b>	tbc	tbc	<b>Nov 2026</b>	<b>Dec 2026</b>	<b>Dec 2028</b>	2029
NLC	ECS: NLC	Ravensraig ( <b>New Build</b> )							<b>Jan 2026</b>	tbc	tbc	<b>Feb 2026</b>	<b>Apr 2026</b>	<b>Nov 2027</b>	<b>2028</b>
NLC	ECS: NLC	Westpoint ( <b>New Build</b> )							<b>Aug 2027</b>	tbc	tbc	<b>Sep 2027</b>	<b>Nov 2027</b>	<b>Jun 2028</b>	<b>Aug 2028</b>
RC	ECS: RC	Tech Terrace AMIDS ( <b>New Build</b> )							<b>Aug 2025</b>	tbc	tbc	tbc	2025	2027	2026
SLC	ECS: SLC	Cathcart Road ( <b>New Build</b> )							<b>tbc</b>	<b>tbc</b>	<b>tbc</b>	<b>tbc</b>	<b>2025</b>	<b>2029</b>	2030
SLC	ECS: SLC	Red Tree Labs, Shawfield Innovation Campus ( <b>New Build</b> )							<b>tbc</b>	<b>tbc</b>	<b>tbc</b>	<b>tbc</b>	<b>tbc</b>	<b>tbc</b>	tbc
SLC	ECS: SLC	Industrial Unit ( <b>Upgrades and Retrofit</b> )							<b>tbc</b>	<b>tbc</b>	<b>tbc</b>	<b>tbc</b>	<b>tbc</b>	<b>tbc</b>	tbc
WDC	ECS: WDC	TBC							tbc	tbc	tbc	tbc	tbc	tbc	tbc
WDC	ECS: WDC	TBC							tbc	tbc	tbc	tbc	2025	2026	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	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	Risk Owner	Responsible Officer	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Likelihood	Resid. Impact	Resid. Risk Score	Resid. Rank	Date Reviewed
rsk 0007	24/01/2020	Open	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. <b><i>The approval process for this allocation to members is now in progress with WDC / RC / GCC / EDC having some or all of their funds added to their business case approvals.</i></b>	4	2	8	Medium	03/07/2025
rsk 0009	24/01/2020	Open	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>The Gateway 2 Approval Letter was received June 2025.</i></b>	4	2	8	Medium	18/07/2025
rsk 0010	24/01/2020	Open	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. <b><i>Investment Zone Gateway 4 evidence submitted to governments July 2025. Decision awaited.</i></b>	4	2	8	Medium	18/07/2025
rsk 0042	15/01/2021	Open	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 was presented to 13 Feb 2025 Regional Partnership meeting.	3	2	6	Medium	18/07/2025

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	Risk Owner	Responsible Officer	Inherent Likelihood	Inherent Impact	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Residual Likelihood	Residual Impact	Residual Risk Score	Residual Rank	Date Reviewed
rsk 0003	14/11/2017	Open moved from Issue Log (is_0013)	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 approved.	4	1	4	Low	31/07/2025
rsk 0008	24/01/2020	Open	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 2024. 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. <b><i>The Gateway 2 Approval Letter was received June 2025.</i></b>	2	2	4	Low	18/07/2025
rsk 0013	24/01/2020	Open	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. 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. Lead Officers undertook 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 and in 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 delivered a session on the "Application of PAS 2080 in Difficult Circumstances" in Oct 2023 for all project managers. PMO submitted a revised Carbon Accounting summary to the SG end Nov 2023. Programme Manager attended and presented on implementation of the Scottish and UK Government Carbon Management Guidance for Projects and Programme at the ICE Scotland PAS 2080 on 29 August 2024. Decarbonisation technical director at WSP presented to PSG meeting on 25/07/2024 about Contracts, climate change & Infrastructure. <b><i>Further Carbon Management training has been organised by Scottish Government 9/9/25. PMO and Lead Officers to attend.</i></b>	2	2	4	Low	03/07/2025



Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Scale	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Scale	Resid. Rank	Date Reviewed
rsk 0001	24/01/2020	Open	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 £157m above grant awards with £15m still to be paid from 24/25 and £60m per annum in subsequent years. 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 developed. Projected spend forecasts remain ahead of grant receipt. <b>Projects have been identified and some sums already approved for members to spend the sums reallocated from the Airport Access Project.</b>	3	1	3	Low	03/07/2025
rsk 0004	24/01/2020	Open	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. City Deal Community Benefits approach supports aspirations within Scottish Government's Community Wealth Building Bill.	3	1	3	Low	18/07/2025
rsk 0002	24/01/2020	Open	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 update of PMT in August 2025.	3	1	3	Low	18/07/2025
rsk 0005	24/01/2020	Open	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. 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. <b>The Gateway 2 Approval Letter was received June 2025.</b>	2	1	2	Low	18/07/2025



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 rescope 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>Inflation costs have been added to business case approvals for some GCC / RC / WDC / EDC projects</i></b>	PMO / MA	Ongoing	Medium	Open	18/07/2025
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 now that Glasgow's Rev 10 has been approved. 7 MAs attended the Meet the Buyer event at Hampden in June 2024. Market conditions continue to be monitored at quarterly meetings of the Procurement Support Group. Feedback is that the market still in charge with contractors seeking to transfer risk to MAs. The gap with Scotland Excel framework has been reported as an issue by a number of MAs requiring them to select different procurement routes.	PMO / MA	Ongoing	Medium	Open	18/07/2025

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	<b>264,498.00</b>	306,083.30	<b>(86.41%)</b>
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	<b>26.91</b>	50.35	<b>(53.45%)</b>
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	15,700.00	-
Dredging [cbm]	0.00	<b>445,135.00</b>	<b>445,135.00</b>	<b>(100%)</b>
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	134	(26.87%)
Junctions / Crossings (New) [no.]	0	10	31	(32.26%)
Lighting (Enhanced) [no.]	0	86	131	(65.65%)
Lighting (New) [no.]	0	<b>90</b>	<b>308</b>	<b>(29.22%)</b>
Non-residential Institutions [Class 10] [sqm]	0.00	10,988.00	10,988.00	(100%)

Outputs	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Programme End (2035)
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	<b>24.67</b>	48.46	<b>(50.9%)</b>
Public Realm (Enhanced) [Ha]	0.00	11.23	21.32	(52.68%)
Public Realm (New) [Ha]	0.00	<b>17.47</b>	25.75	<b>(67.86%)</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	38.38	(29.2%)
Road (New) [Km]	0.00	<b>15.68</b>	<b>34.51</b>	<b>(45.44%)</b>
Trees [no.]	0	0	0	-
Visitor centres (New) (FS_13) [no.]	0	0	0	-

Table 5.2: Outputs Changes in period

Q1 2025/2026 (by PMO)							
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	Canal and North Gateway	Cycle Routes (segregated) (New) [km]	7.11	0.00	6.63	Green	Updated to display cycle routes attributed to: FBC 5 (450m) and FBC 6 (120m) - 570m reported last quaterd. (*) M8 bridge cycle route length (844m). (*) Sighthill TRA (4.46 km) and (*) Cowlairs (757m). Note: (*)Outputs attributed were delivered before FY 25/26 but only recorded in Q1 25/26.
GCC	Canal and North Gateway	Pedestrian Routes (New) [km]	7.10	0.00	6.31	Green	Updated to display pedestrian routes attributed to: Dundashill (250m) reported last quarter (*) M8 bridge cycle route length (844m). (*) Sighthill TRA (4.46 km) and (*) Cowlairs (757m). Note: Outputs attributed were delivered before FY 25/26 but only recorded in Q1 25/26.
GCC	Canal and North Gateway	Public Realm (New) [Ha]	2.90	0.00	3.03	Complete	The Q4 <i>delivered to date</i> figure (0.33ha) was incorrect and should have been 0.11ha. The new Q1 cumulative benefits to date reflect the 2.92ha delivered in the period and the correction (-0.22ha) to the Q4 figure.
GCC	Canal and North Gateway	Road (New) [Km]	6.99	0.00	7.46	Green	The <i>delivered to date</i> figure has increased from 1.65km to 7.47km (+5.81km). This New Road value relates to Sighthill TRA FBC1 and FBC2, which were completed in November 2017 and April 2023 respectively.
GCC	MGSDP	Blue Green Infrastructure [sqm]	160,000.00	0.00	160,000.00	Green	Output delivered to date: 15ha by South East SWMP and 1ha by Garrowhill SWMP. NOTE: Cumulative Output Delivered to Date is accumulation of submitted FBCs. Figure(s) to be verified per FBC as part of parallel GIS mapping exercise which is ongoing.
IC	Greenock Ocean Terminal	Dredging [cbm]	318,135.00	0.00	318,135.00	Complete	Marine works completed in March 2020, but only reported in Q1 25/26.
IC	Inchgreen	Dredging [cbm]	127,000.00	0.00	127,000.00	Complete	Project completed in March 2024, but only reported in Q1 25/26.
IC	Inchgreen	Lighting (New) [no.]	26	0	26	Complete	Project completed in March 2024, but only reported in Q1 25/26.
NLC	Orchard Farm	Road (New) [Km]	0.00	0.00	0.00	Amber	Following CCRs no. 250404_NLC_054 (in May 2025), CD will no longer pay for the 0.45km of New Roads, but it will be funded by the developers. Therefore this indicator has been moved from the Outputs list into the Outcomes.

Table 6.1 Outcomes Reporting by Category

Outcomes	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Gateway Review 3 (2029)	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Gateway Review 2 (2024)	% Delivered to Programme End (2035)
Blue Green Infrastructure [sqm]	0.00	0.00	<b>0.00</b>	5,170.00	-	-
Properties with reduced flood risk [no.]	0.00	4,211.00	7,178.00	7,178.00	-	(58.67%)
Public Realm (New) [Ha]	0.00	0.00	<b>0.18</b>	26.88	-	-
Public Realm (Enhanced) [Ha]	0.00	0.00	<b>0.00</b>	27.13	-	-
Land with reduced flood risk [Ha]	0.00	1,543.00	<b>2,442.77</b>	2,459.97	-	(62.72%)
Carriageway with reduced flood risk [km]	0.00	13.81	32.60	32.60	-	(42.36%)
Ground Remediation [cbm]	0.00	266,000.00	266,000.00	266,000.00	-	(100%)
Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	<b>0.00</b>	849.54	<b>529.29</b>	<b>1,123.91</b>	-	<b>(75.59%)</b>
Total Area of Opportunity Sites [Ha]	<b>0.00</b>	753.94	<b>359.61</b>	889.64	-	(84.75%)
Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register [Ha]	0.00	63.59	<b>85.10</b>	269.79	-	(23.57%)
Shops (Class 1) (FS_01) [sqm]	0.00	11,578.00	<b>182,003.00</b>	254,840.00	-	(4.54%)
Financial, Professional and Other Services (Class 2) [sqm]	0.00	0.00	<b>20,000.00</b>	38,552.00	-	-
Food and Drink (Class 3) [sqm]	0.00	0.00	<b>0.00</b>	2,725.00	-	-
Business (Class 4) [sqm]	<b>0.00</b>	118,928.00	<b>85,084.89</b>	<b>459,222.14</b>	-	(25.9%)
<i>Development Platform (Gross External Area) [sqm]</i>	0.00	0.00	<b>0.00</b>	101,200.00	-	-
General Industrial (Class 5) [sqm]	<b>0.00</b>	34,672.00	<b>53,954.11</b>	496,784.63	-	(6.98%)
Storage of Distribution (Class 6) [sqm]	0.00	0.00	<b>3,099.11</b>	118,294.63	-	-
Hotels and Hostels (Class 7) [sqm]	0.00	0.00	<b>0.00</b>	1,000.00	-	-
Residential Institutions (Class 8) [sqm]	0.00	0.00	<b>0.00</b>	14,560.00	-	-

Outcomes	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Gateway Review 3 (2029)	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Gateway Review 2 (2024)	% Delivered to Programme End (2035)
Residential (Houses and Flats) (Class 9) [sqm]	20,020.00	693,345.00	827,045.00	2,096,837.00	-	(33.07%)
Non-residential Institutions [Class 10] [sqm]	0.00	30,669.00	30,669.00	600.00	-	(5111.5%)
Assembly and Leisure (Class 11) [sqm]	0.00	0.00	1,013.80	7,557.00	-	-
Sui Generis [sqm]	0.00	0.00	0.00	520.00	-	-
Visitor centres (New) [no.]	0	0	0.00	0	-	-
Visitors to the visitor centre [no.]	0	0	0.00	0	-	-
Residential Units (HLAA2018.CAPACITY) (New) [no.]	207	11,070	11,095.00	26,634	-	(41.56%)
Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	207	5,328	5,332.00	13,175	-	(40.44%)
Affordable Housing Units (HLAA TENURE.INT) (New) [no.]	0	821	1,292.00	1,617	-	(50.77%)
Social Housing Units (HLAA TENURE.SR) (New) [no.]	0	357	258.00	513	-	(69.59%)



**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
ERC	New Railway Station	HOUS_03_FO	Affordable Housing Units (HLAA TENURE.INT) (New) [no.]	46	0	46	Green	Correction from 20 to 46 to the Benefit delivered to date (from ERC e-mail 18/7/25)
ERC	New Railway Station	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	471	25	186	Green	Correction from 143 to 161 to the Benefit delivered to date (from ERC e-mail 18/7/25) Additional 25 unit reported in this period bringing the cumulative to date to 186
ERC	New Railway Station	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	559	25	252	Green	Correction from 209 to 227 to the Benefit delivered to date (from ERC e-mail 18/7/25) Additional 25 unit reported in this period bringing the cumulative to date to 252
ERC	New Railway Station	HOUS_04_FO	Social Housing Units (HLAA TENURE.SR) (New) [no.]	42	0	20	Green	Correction from 9 to 20 to the Benefit delivered to date (from ERC e-mail 18/7/25)
IC	Inverkip	LU_01_FO	Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	21.00	0.00	0.00	Future	Correction from 21.4 to 21 to the Benefit delivered to date (from ERC e-mail 18/7/25)
NLC	Orchard Farm Roundabout	TR_14_FO	Road (New) [Km]	0.45	0.00	0.00	Future	0.45 km of New road now delivered with the Developers funding rather than CD funds (following 250404_NLC_054 approved in May 2025)
NLC	Gartcosh/Glenboig	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	992	0	792	Green	Correction from 1,188 to 992 to the 2035 target as Social Housing was added to private housing by mistake
SLC	CGA - Hamilton	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,800	36	982	Green	Additional 36 unit reported in this period bringing the cumulative to date to 982
SLC	CGA - Hamilton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	214,500.0 0	3,960.00	118,800.0 0	Green	Additional 3,960m <sup>2</sup> reported in this period bringing the cumulative to date to 118,800m <sup>2</sup>
SLC	CGA - Hamilton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,950	36	1,080	Green	Additional 36 unit reported in this period bringing the cumulative to date to 1,080
SLC	CGA - East Kilbride	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	2,044	97	919	Green	Additional 97 unit reported in this period bringing the cumulative to date to 919
SLC	CGA - East Kilbride	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	290,840.0 0	10,670.00	103,730.0 0	Green	Additional 10,670m <sup>2</sup> reported in this period bringing the cumulative to date to 103,730m <sup>2</sup>
SLC	CGA - East Kilbride	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	2,644	97	943	Green	Additional 97 unit reported in this period bringing the cumulative to date to 943
SLC	CGA - Newton	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,500	49	1,229	Green	Additional 49 unit reported in this period bringing the cumulative to date to 1,229
SLC	CGA - Newton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	165,000.0 0	5,390.00	135,190.0 0	Green	Additional 5,390m <sup>2</sup> reported in this period bringing the cumulative to date to 135,190m <sup>2</sup>
SLC	CGA - Newton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,500	49	1,229	Green	Additional 49 unit reported in this period bringing the cumulative to date to 1,229

Appendix 7: EXPECTED SPEND VS BUSINESS CASE APPROVALS BY PROJECT AT Q1 2025/26

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 £	2025/26 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 2025/26 from PSR £	Cumulative Projected City Deal Spend to Close 2026/27 from PSR £	Cumulative Grant Distributed to Current Quarter 2025/26 £	Grants Received but not Distributed to Current Quarter 2025/26 £	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	22,330,680	1,773,781	24,104,461	17,972,346	43,714,733			32,479,130	37,979,301
Commercial Space	4,300,000	0	0	-	5,759,548	4,300,000	-	-	-	130,000	1,330,000			347,000	5,759,548
Total East Renfrewshire	59,544,808	9,203,400	2,117,632	44,000,000	49,759,548	48,223,776	22,330,680	1,773,781	24,104,461	18,102,346	45,044,733	17,743,991	-	32,826,130	43,738,849
Glasgow Canal and North (Sighthill)	197,611,253	20,290,000	77,878,000	83,690,000	99,400,872	99,443,253	91,680,253	347,747	92,028,000	1,860,000	98,411,253			93,503,872	87,182,958
Glasgow City Centre	151,546,000	23,121,000	5,000,000	115,520,000	123,425,000	123,425,000	31,891,000	2,167,000	34,058,000	26,048,000	90,553,000			54,541,000	107,617,929
Glasgow Clyde and Waterfront	123,798,000	2,900,000	17,000	113,900,000	121,141,710	120,881,000	58,420,000	388,000	58,808,000	4,543,000	75,235,000			63,917,564	105,556,310
Glasgow Collegelands	31,183,000	4,183,000	0	27,000,000	27,000,000	27,000,000	8,062,000	311,000	8,373,000	1,651,000	15,566,000			6,488,000	23,305,480
Glasgow MGSDP	50,782,000	8,478,000	2,146,000	45,800,000	40,200,000	40,158,000	35,395,000	10,000	35,405,000	2,016,000	39,460,000			36,041,000	34,699,271
Commercial Space	15,924,564	0	0	-	15,924,564	15,924,564	-	-	-	-	2,300,000			955,000	15,924,564
Total Glasgow	570,844,817	58,972,000	85,041,000	385,910,000	427,092,146	426,831,817	225,448,253	3,223,747	228,672,000	36,118,000	321,525,253	167,279,487	-	255,446,436	374,286,512
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			-	1,794,492
Inverkip	4,150,000	0	0	3,777,000	4,150,000	4,150,000	570,000	1,116,000	1,686,000	3,580,000	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	202,000	10,438,000			10,438,000	10,438,000
Commercial Space	13,127,510	2,000,000	0	-	11,127,510	11,127,510	-	-	-	-	-			-	11,127,510
Total Inverclyde	48,980,002	11,743,000	0	27,418,000	40,340,002	37,237,002	20,533,000	1,116,000	21,649,000	3,782,000	26,109,492	12,070,350	-	24,315,000	36,588,285
North Lanarkshire A8/M8	6,479,000	0	0	12,587,000	6,634,316	6,479,000	828,000	- 13,000	815,000	432,000	4,468,000			1,199,000	5,726,516
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	5,371,659
North Lanarkshire Pan Orbital Transport Corridor	274,567,602	0	103,519,000	93,565,000	170,893,081	171,048,602	48,211,000	2,021,000	50,232,000	18,880,000	81,591,000			67,401,826	149,053,615
Commercial Space	13,297,229	2,009,627	0	-	11,287,602	11,287,602	-	-	-	500,000	9,287,602			297,525	11,287,602
Total North Lanarkshire	300,566,831	2,009,627	103,519,000	172,463,000	195,038,204	195,038,204	55,262,000	2,008,000	57,270,000	19,812,000	101,569,602	44,746,254	-	75,121,555	171,439,392
Renfrewshire CWRR	117,748,807	1,791,000	16,834,000	78,290,000	99,123,807	99,123,807	99,123,807	- 807	99,123,000	-	99,123,807			99,123,807	86,721,715
Renfrewshire GAIAR	48,066,000	5,317,000	3,700,000	51,395,000	39,049,000	39,049,000	39,049,000	-	39,049,000	-	39,049,000			39,049,000	33,705,767
Commercial Space	8,487,807	0	0	-	8,487,807	8,487,807	-	-	-	4,200,000	8,487,807			509,000	8,487,807
Total Renfrewshire	174,302,614	7,108,000	20,534,000	129,685,000	146,660,614	146,660,614	138,172,807	- 807	138,172,000	4,200,000	146,660,614	75,072,460	-	138,681,807	128,915,289
	0														
South Lanarkshire Cathkin Relief Road	16,000,168	0	0	21,628,457	16,028,457	16,000,168	15,684,667	6,453	15,691,120	315,501	16,000,168			16,028,000	13,835,218
South Lanarkshire Council Community Growth Areas	120,125,329	37,816,516	22,840,719	62,300,000	58,970,000	59,468,094	32,436,561	- 196,021	32,240,540	19,508,174	57,862,159			36,727,000	50,900,895
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	27,636,856
South Lanarkshire Stewartfield Way	30,000,000	0	0	62,212,230	30,012,230	30,000,000	1,002,258	-	1,002,258	175,000	7,877,258			4,705,500	25,905,535
East Kilbride Town Centre	50,300,000	0	7,024,081	-	43,275,919	43,275,919	225,905	-	225,905	2,117,000	14,084,000			3,220,000	38,869,862
Commercial Space	20,438,919	9,363,000	0	-	11,075,919	11,075,919	-	-	-	350,000	6,450,000			-	11,075,919
Total South Lanarkshire	272,814,416	49,699,516	31,264,800	169,228,698	191,380,536	191,850,100	81,379,391	- 189,568	81,189,823	22,465,675	134,303,585	64,784,944	-	92,698,500	168,224,285
West Dunbartonshire -EXXON	49,043,664	0	17,240,244	27,897,000	29,722,842	31,803,420	11,365,338	1,950,286	13,315,624	20,438,082	31,803,420			29,691,492	25,905,582
Commercial Space	1,825,842	0	0	-	1,825,842	1,825,842	-	-	-	-	1,825,842			-	1,825,842
Total West Dunbartonshire	50,869,506	-	17,240,244	27,897,000	31,548,684	33,629,262	11,365,338	1,950,286	13,315,624	20,438,082	33,629,262	9,081,681	-	29,691,492	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	12,375,000	160,000	0	-	12,215,450	12,215,000	967,000	28,000	995,000	5,994,000	10,822,000	994,290	-	12,215,450	12,215,450
New Regional Project(s)	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-
Inflation Fund Projects	0	0	0	-	-	-	-	-	-	-	-	-	-	-	-
EDC - Place and Growth	44,344,482	1,960,000	7,500,000	30,000,000	36,844,482	34,884,482	6,201,314	670,087	6,871,401	2,620,985	25,313,642			12,524,660	31,963,482
Commercial Space	1,963,482	0	0	-	1,963,482	1,963,482	-	18,770	18,770	18,770	283,479			117,000	1,963,482
Total East Dunbartonshire	46,307,964	1,960,000	7,500,000	30,000,000	38,807,964	36,847,964	6,201,314	688,857	6,890,171	2,639,755	25,597,121	5,292,993	0	12,641,660	33,926,964
TOTAL INFRASTRUCTURE	1,539,539,508	140,855,543	267,216,676	1,130,895,698	1,135,776,698	1,131,467,289	564,593,333	10,598,296	575,191,629	133,551,858	848,195,212	400,000,000	0	676,571,580	1,000,000,000

Appendix 8: PROJECT FUNDING AND ACTUAL SPEND VS GRANT DRAWDOWN AT QUARTER 1 2025/26

Infrastructure Authority/Project	Projected Cumulative Spend £	Cumulative Projected Spend to Close 2025/26 £	Grant Allocation Cumulative to Date £	Previous Years Total Claim £	Q1 Claim to end June 2025 £	Q2 Claim to end Sept 2025 £	Q3 Claim to end Dec 2025 £	Q4 Claim to end Mar 2026 £	Total Claim 2025/26 £	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	48,223,776	43,714,733		23,411,743	1,838,990	-	-	-	1,838,990	25,250,733	32,479,130	37,979,301
Total East Renfrewshire	48,223,776	43,714,733	17,743,991	23,411,743	1,838,990	-	-	-	1,838,990	25,250,733	32,479,130	37,979,301
Glasgow Canal and North	99,443,253	98,411,253		91,664,636	323,402	-	-	-	323,402	91,988,038	93,503,872	122,387,411
Glasgow City Centre	123,425,000	90,553,000		31,065,547	2,374,817	-	-	-	2,374,817	33,440,364	54,541,000	71,388,828
Glasgow Clyde and Waterfront	120,881,000	75,235,000		58,149,626	601,695	-	-	-	601,695	58,751,321	63,917,564	83,661,832
Glasgow Collegelands	27,000,000	15,566,000		8,041,094	315,620	-	-	-	315,620	8,356,714	6,488,000	8,492,157
Glasgow MGSDP	40,158,000	39,460,000		35,320,562	74,726	-	-	-	74,726	35,395,288	36,041,000	47,174,139
Total Glasgow	410,907,253	319,225,253	167,279,487	224,241,465	3,690,260	-	-	-	3,690,260	227,931,725	254,491,436	333,104,367
Inchgreen	9,727,000	9,727,000		8,365,220	30,795	-	-	-	30,795	8,396,015	9,727,000	9,467,487
Inverkip	4,150,000	4,150,000		570,355	1,115,813	-	-	-	1,115,813	1,686,168	4,150,000	4,039,279
Ocean Terminal	10,438,000	10,438,000		10,251,287	2,888	-	-	-	2,888	10,254,175	10,438,000	10,159,518
Total Inverclyde	24,315,000	24,315,000	12,070,350	19,186,862	1,149,496	-	-	-	1,149,496	20,336,358	24,315,000	23,666,284
North Lanarkshire A8/M8	6,479,000	4,468,000		758,467	56,614	-	-	-	56,614	815,081	1,199,000	2,385,439
North Lanarkshire Gartcosh/Glenboig	6,223,000	6,223,000		5,351,956	19,703	-	-	-	19,703	5,371,659	6,223,204	12,381,212
North Lanarkshire Pan Orbital Transport Corridor	159,761,000	81,591,000		49,006,407	708,550	-	-	-	708,550	49,714,957	67,401,826	134,097,535
Total North Lanark	172,463,000	92,282,000	44,746,254	55,116,830	784,867	-	-	-	784,867	55,901,697	74,824,030	148,864,186
Renfrewshire CWRR	99,123,807	99,123,807		78,283,336	8,487,807	-	-	-	8,487,807	86,771,143	99,123,807	80,304,417
Renfrewshire GAIAR	39,049,000	39,049,000		33,727,062	70,724	-	-	-	70,724	33,656,338	39,049,000	31,635,258
Total Renfrewshire	138,172,807	138,172,807	75,072,460	112,010,398	8,417,083	-	-	-	8,417,083	120,427,481	138,172,807	111,939,675
South Lanarkshire Cathkin Relief Road	16,000,168	16,000,168		15,455,183	24,443	-	-	-	24,443	15,479,626	16,028,000	26,165,494
South Lanarkshire Council Community Growth Areas	59,468,094	57,862,159		30,804,073	250,920	-	-	-	250,920	31,054,993	36,727,000	59,956,333
South Lanarkshire Greenhills	32,030,000	32,030,000		32,030,000	-	-	-	-	-	32,030,000	32,018,000	52,268,954
South Lanarkshire Stewartfield Way	30,000,000	7,877,258		907,404	94,855	-	-	-	94,855	1,002,259	4,705,500	7,681,665
Total South Lanarkshire	137,498,262	113,769,585	64,784,944	79,196,660	370,218	-	-	-	370,218	79,566,878	89,478,500	146,072,446
West Dunbartonshire -EXXON	31,803,420	31,803,420	-	11,365,863	1,949,762	-	-	-	1,949,762	13,315,625	29,691,492	24,079,740
Airport Link	2,933,550	2,933,550	2,933,550	2,933,550	-	-	-		-	2,933,550	2,933,550	2,933,550
Clyde Metro	12,215,000	10,822,000	994,290	952,492	192	-	-	-	192	952,684	12,215,450	12,215,450
New Regional Project(s)	-	-	-	-	-	-	-			-	-	-
Inflation Fund Projects	-	-	-	-	-	-	-			-	-	-
EDC Place and Growth	34,884,482	25,313,642	-	6,604,459	253,319	-	-	-	253,319	6,857,778	12,524,660	30,000,000
										-		
TOTAL INFRASTRUCTURE	1,013,416,550	802,351,990	385,625,326	535,020,322	18,454,187	-	-	-	18,454,187	553,474,509	671,126,055	870,855,000
NOTE - This table excludes Commercial Space projects as no claims have been made to date for these.												

Appendix 9: PMO BUDGET AS AT PERIOD ENDED 27 JUNE 2025

Title	Original Approved Budget 2025/26	Actual Costs to Period 4	Probable Outturn 25/26	Budget Variance
Total PMO Salary Costs	2,633,025	539,922	2,631,773	-1,252
Third Party Costs	66,678	148,436	2,575,268	2,508,590
Internal Audit Fees	23,999		23,999	0
External Audit	14,679		14,679	0
Marketing	10,000	371	10,000	0
Intelligence Hub:	15,000	16,171	16,171	1,171
GAMS software (£3k p.a)	3,000		3,000	0
EVIF	0	49,657	49,657	49,657
5GIR costs	0	50,697	2,102,739	2,102,739
Clyde Mission	0	11,250	11,250	11,250
Innovation Accelerator	0		287,083	287,083
Investment Zone	0		0	0
Utilisation Credit Recharge	0	20,290	20,290	20,290
Health Foundation / Regional SPF	0	0	36,400	36,400
Others	108,300	12,910	117,931	9,631
Provisions	2,000	0	2,000	0
Supplies	2,000	1,794	2,000	0
ClydePlan	0	7,379	7,379	7,379
EfHL Costs	0	2,252	2,252	2,252
Sniffer for Climate Ready Clyde	88,000		88,000	0
Teomach (Widcat Applic's) - Cenefits licences	4,800	1,200	4,800	0
CITB Labour Market Tool (not used 23/24)	3,500		3,500	0
Meetings, Workshops and Catering	2,000		2,000	0
Training	6,000	285	6,000	0
Total PMO, Intelligence Hub and Portfolio Development Actual and Projected Spend	2,808,003	701,268	5,324,971	2,516,968
Funding				
Health Foundation funding b/fwd from 24/25	£0	(£16,894)	(£16,894)	(£16,894)
SPF Regional Projects funding b/fwd from 24/25	£0	(£19,506)	(£19,506)	(£19,506)
5GIR funding b/fwd from 24/25	£0	(£105,370)	(£105,370)	(£105,370)
Clyde Mission Funding brought forward from 24/25	£0	(£3,609)	(£11,250)	(£11,250)
Innovation Accelerator brought forward from 24/25	£0	(£287,083)	(£287,083)	(£287,083)
5GIR Grant and funding 25/26	£0	(£1,997,369)	(£1,997,369)	(£1,997,369)
SiPHER funding	(£53,184)		£0	£53,184
Clyde Mission	(£106,420)		(£106,420)	£0
EVIF Grant	£0		£0	£0
Investment Zone Funding	(£63,976)		£0	£63,976
Clydeplan funding of staff	(£676,599)		(£590,022)	£86,577
Climate Ready Clyde from MA's 24/25	(£88,000)		(£88,000)	£0
Funding from Member Authorities 24/25	(£1,347,438)		(£1,347,438)	£0
Total Funding	(£2,335,617)	(£2,429,831)	(£4,569,352)	(£2,233,735)
Balances Brought Forward from Prior Years as at 1/4/25			(2,924,523.00)	
Cumulative (Surplus)/deficit anticipated at year end based on Q1 financials reported as			755,618.66	
Anticipated Net (Surplus)/Deficit Carried Forward at 31/3/26			(2,168,904.34)	

Appendix 10: GCRCD ANNUAL IMPLEMENTATION PLAN 2025/26 MONITORING (RAG STATUS DEFINITIONS IN ENDNOTES)

Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	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 to achieve the Strategy's 5 key objectives.	Ongoing	Anita Jane Smith	Legacy Officer	The third annual review report for the Regional Sustainable Procurement Strategy and Action Plan was presented to the Regional Partnership in December 2024.Of the 43 tasks: 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 Community Benefit Menu review is now finalised and 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	24/07/2025
CD-GOV_2	Comms & Marketing	<i>Develop and launch the Community Benefits Hub system, roll-out across the member councils and progress through the three phases</i>	Ongoing	Colette Keaveny	Communication and Marketing Manager	<i>The GCR Community Benefits Hub (CBH) was launched in August 2024, following extensive consultation with member councils, suppliers, the third sector and community groups. Four councils are live on the system and great progress is being made with 200 community groups registered, 190 requests submitted, 60 Requests delivered / underway and positive feedback from community groups on both the system and contractors delivering requests. Phase 2 is now underway with the University of Strathclyde onboarded as our first stakeholder organisation. A presentation on the CBH was made to the Anchor Network in April 2025. Following this, discussion are underway with a range of other organisations interested in joining.</i>	Green	24/07/2025
CD-GOV_3	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	Jane Thompson	Head of GCR PMO	City Deal Project Benefits are included in the Quarterly GCR PMO Report. An update for the Imaging Centre for Excellence has been included within the <b>2024/25</b> Annual Performance Report.	Green	24/07/2025
CD-GOV_4	Benefits Realisation	Develop and implement new OBC monitoring for outcomes and follow on investment and developing accurate mapping of outcomes	Quarterly	Anita Jane Smith	Programme Manager / Legacy Officer	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 has updated and the PMO and IH have been working together to update the OBCMT to become fully fit for purpose.	Green	31/07/2025
CD-GOV_5	Evaluation	<b><i>Delivery of the Gateway 3 Readiness Improvement Plan actions alongside the Intelligence Hub.</i></b>	Ongoing 2025/26	Jane Thompson/Andrew Robertson	Head of GCR PMO, Intelligence Hub Manager	<b><i>Confirmation of successful completion of Gateway 2 received June 2025. Meetings have taken place with all Member Authorities to identify new Outcome Indicators for monitoring ahead of Gateway 3.</i></b>	Green	31/07/2025
CD-GOV_6	Finance	Preparation and submission of PMO Annual Accounts 2024/25.	01/11/2025	Jon Allen	Finance Manager	Unaudited Accounts prepared for May 2025 Cabinet. <b><i>Audit underway</i></b>	Green	03/07/2025
CD-GOV_7	Finance	Financial Monitoring of the City Deal Programme Spend 2025/26	Quarterly	Jon Allen	Finance Manager	<b><i>Period 4 monitoring complete and reported for Q1</i></b>	Green	03/07/2025
CD-GOV_8	Finance	Agreeing Infrastructure Pass Down Letters for 2024/25 final grant to Member Authorities	01/07/2024	Jon Allen	Finance Manager	Letters issued for interim grant, grant paid June 25	Complete	03/06/2025
CD-GOV_9	Finance	Agreeing <b>2025/26</b> Grant Letter with Scottish Government	30/06/2025	Jon Allen	Finance Manager	<b><i>Letter agreed and final version received</i></b>	Complete	03/07/2025



Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
CD-GOV_10	Finance	Agreeing Infrastructure Pass down Letter 2025/26 with Member Authorities	31/12/2025	Jon Allen	Finance Manager	<i><b>GOL received and passdown drafted</b></i>	Green	03/07/2025
CD-GOV_11	Finance	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Quarterly	Jon Allen	Finance Manager	<i><b>First round of Chats undertaken</b></i>	Green	03/07/2025
CD-GOV_12	Finance	Developing PMO budget for 2026/2	01/03/2026	Jon Allen	Finance Manager		Future	31/07/2025
CD-GOV_13	Finance	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report	Quarterly	Jon Allen	Finance Manager	<i><b>Ongoing for Q1</b></i>	Green	03/07/2025
CD-GOV_14	Finance	Processing quarterly grant claims	Quarterly	Jon Allen	Finance Manager	<i><b>Ongoing for Q1</b></i>	Green	03/07/2025
CD-GOV_15	Finance	Developing 5-year, annual and quarterly spend projections	Quarterly	Jon Allen	Finance Manager	Obtained from Project Status Reports	Green	03/07/2025
CD-GOV_16	Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Quarterly	Jon Allen	Finance Manager	Grant Claims analysed	Green	03/07/2025
CD-GOV_17	Audit	Produce and deliver Internal Audit Plan for 2025/26	30/06/2025	Nikki McColl	Internal Audit	Plan approved by Cabinet in May 2025	Complete	03/06/2025
CD-GOV_18	Audit	Audit Support Group meets	Ongoing	Nikki McColl	Internal Audit	<i><b>June meeting held</b></i>	Green	03/07/2025
CD-GOV_19	Audit	Assurance audit report - Fair Work First – Real Living Wage	31/03/2026	Nikki McColl	Internal Audit	<i><b>ToR determined and audit to start</b></i>	Green	03/07/2025
CD-GOV_20	Audit	Assurance audit report - Investment Zones	31/03/2026	Nikki McColl	Internal Audit	<i><b>ToR to be determined</b></i>	Green	03/07/2025
CD-GOV_21	Audit	Assurance audit report - Clyde Mission Heat Decarbonisation	31/03/2026	Nikki McColl	Internal Audit	<i><b>ToR to be determined</b></i>	Green	03/07/2025
CD-GOV_22	Audit	Assurance audit report - Follow Up Audit and officer support	31/03/2026	Nikki McColl	Internal Audit	<i><b>ToR to be determined</b></i>	Green	03/07/2025
CD-GOV_23	Comms & Marketing	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Ongoing	Colette Keaveny	Communication and Marketing Manager	<i><b>Continue to update the GCR Planner quarterly and to seek input / updates on content from the PMO team. Issue the link for the PLG papers in advance of each meeting. Ongoing updates continue to be made to the live document which is available on the Google Drive.</b></i>	Green	24/07/2025
CD-GOV_24	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	Ongoing	Colette Keaveny	Communication and Marketing Manager	<i><b>Following the announcement by Government, activities to promote the new Investment Zone, with coverage across various local media including the Herald, Glasgow Live and Scottish Business Insider. Projects were provided with a template and toolkit to communicate the news. Further work progressing to scope our comms and marketing activities for IZ, with a meeting of all project comms leads on 31/7, a draft comms protocol developed and filming underway on all the projects. A refresh completed on the landing page of the GCR website to banners and modules. A review / update of the GCR Induction Pack is underway. Latest Regional blog was posted, summer 2025. Work started to developed a short film on GCR. Early work underway to develop an Email Marketing Strategy and to look at a new Contact Management database.</b></i>	Green	24/07/2025

Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
		via GCR social media and website channels.						
CD-GOV_25	Governance	Update the Assurance Framework	<b>31/03/2026</b>	Jane Thompson	Head of Programme Management Office	Proposed updates to Assurance Framework agreed by <b>May 2026 Cabinet.</b>	Future	<b>24/07/2025</b>
CD-GOV_26	Governance	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	Quarterly	Jane Thompson	Head of Programme Management Office	New appendix included in Quarterly Report providing progress on all actions. RES updates also added to AIP reporting template.	Green	<b>24/07/2025</b>
CD-GOV_27	Governance	<b>Develop the Annual Performance Report (April 2025 – March 2026)</b>	<b>11/07/2026</b>	Colette Keaveny	Communication and Marketing Manager	<b>The 2024/25 APR has been completed and will be provided for approval at August 2025 Cabinet. A media release will be developed for issue then. A schedule and outline content plan to be developed for the 2025/26 APR.</b>	Green	<b>24/07/2025</b>
CD-GOV_28	Governance	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Ongoing	Kirsty Henderson	Support Officer	Objective Connect folders transferred to SharePoint where required. Ongoing review of electronic and hard copies to ensure document retention requirements adhered to	Green	<b>24/07/2025</b>
CD-GOV_29	Governance	Maintain Programme Risk Register and Issues Log	Ongoing	Cristina Ciucci	CD Programme Manager	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.	Green	<b>24/07/2025</b>
CD-GOV_30	Governance	Develop Interim and Quarterly Programme Status Reports.	Monthly	Cristina Ciucci	CD Programme Manager	<b>Quarterly Programme Status Report continue to be updated and a quarterly basis to account for the programme/projects progress. It has been agreed with the Lead Officers and the Director for Regional Economic Growth that, going forward, the Interim Report will no longer include updates for every project by default, but will instead focus on exception reporting and will continue to include Change Control Requests, Business Case approvals or other key developments.</b>	Green	<b>31/07/2025</b>
CD-GOV_31	Governance	Maintain Overall Programme Plan	Monthly	Cristina Ciucci	CD Programme Manager	Monthly update of dashboard for inclusion in the new Programme Status Report. Identify Milestones for project progress reporting.	Green	<b>31/07/2025</b>
CD-GOV_32	Governance	Complete Programme-level Lessons Learned exercises	As required	Cristina Ciucci	CD Programme Manager	Continue liaising with the MAs for the future preparation of Lessons Learned. <b>Member Authorities (MAs) will be involved in a series of Lessons Learned exercises throughout 2025/26 including their experiences in working with bodies such as Network Rail and the process for marketing sites. These summaries should highlight key challenges, successes, and any recommendations for improving future engagement and delivery.</b>	Green	<b>31/07/2025</b>
CD-GOV_33	Governance	Review Project Business Cases	Ongoing	Cristina Ciucci	CD Programme Manager	<b>Business Cases to be Appraised in 2025/26</b> - Balgray Visitor Facilities - December 2025 - CNG - Port Dundas Dobbies Loan - December 2025 - EIIPR - Stockwell St - September 2025 - EIIPR - Argyle St East - August 2025 - EIIPR - Clyde St – January 2026 - CWWEIQ - GRID - Clyde Waterfront Innovation Campus: Site Remediation and Services (*) and Access and Connectivity - March 2026 - MGSDP - Eastern Springburn SWMP – February 2026 - East Kilbride Town Centre - September 2025 - Newton CGA - Uddingston Grammar school - December 2025 - East Kilbride CGA - St Andrews/St Brides - December 2025 - Larkhall CGA - Holycross High School Extension - December 2025 - A8/M8 - Eurocentral Access Improvements - November 2025 - ECS - Ravenscraig (New Build) - Jan 2026 - Tech Terrace AMIDS – August 2025	Green	<b>31/07/2025</b>

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>• <b>is a 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></ul>

		<ul style="list-style-type: none"><li>• is a <b>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. Projects will also move to Amber pending the approval of any change control request in relation to:</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>
	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. 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. 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.