

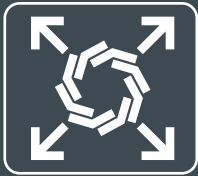


2024/25

GLASGOW CITY REGION ANNUAL PERFORMANCE REPORT



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Welcome



Our latest Annual Performance Report comes at a critical time for Glasgow City Region.

Amid increasing recognition that cities and city regions are vital motors of growth, prosperity and equity, these past 12 months have again demonstrated that our mature and collaborative structures are delivering for people and place.

Ten years on from the £1 billion-plus City Deal, the evidence of transformation across Metropolitan Glasgow is clear.

Major infrastructure projects are delivering new homes, improving connectivity and transforming public realm, while creating and sustaining thousands of jobs.

As the Govan-Partick Bridge records in excess of one million crossings in its first year of operation, just further down the Clyde the Renfrew Bridge has begun welcoming pedestrians and vehicles, both projects unlocking new opportunities for investment and regeneration.

Our ambition to become a Living Wage Place is progressing well, with over 100 new businesses achieving accreditation since last November, while our pioneering work in digital connectivity and smart social infrastructure continues to expand thanks to the extension of the 5G Innovation Region programme.

Meanwhile, the City Region’s economy continues to adapt and transform, with our science, technology and innovation sectors flourishing on the international stage. June’s showcase event for our Innovation Accelerator programme demonstrated how the City Region is translating innovation into growth, jobs and opportunities while positioning itself as a global leader in emerging technologies. Supported by City Region investment, the recent launch of Chemify’s Chemifarm is one stand-out success, with world-leading innovation leveraging significant private investment and creating jobs in the heart of Glasgow’s Maryhill.

But as we reflect on a decade of delivery, it’s also time to look ahead to the next 10 years and beyond.

The UK Government’s recent Spending Review has confirmed the Region’s £160 million Investment Zone, focused on advanced manufacturing and innovation including our space and maritime sectors, with the potential to support up to 10,000 jobs. And our second successful City Deal Gateway Review unlocks a further £300 million of funding

To build on this, we are seeking to secure further devolved powers and funding to meet the needs of our people and places and remain committed to working with both of our governments to advance an inclusive growth proposition that we believe to be as strong as any within these islands. That will require Government to put pace behind pledges to empower Glasgow City Region with the necessary levers to progress our agendas while also providing similar levels of resource to those enjoyed by our English peer regions under the Devolution Deals.

Our future is firmly metropolitan. It’s time now to let the City Region partners get on with what we’ve shown we’re good at. To do that requires resource, powers, capacity, collaboration – and some courage – to deliver not just for metropolitan Glasgow but for all of Scotland.

Thank you to all our stakeholders and partners for your continued support. Together, we are building a City Region that is not only thriving, but leading.

Susan Aitken

Leader of Glasgow City Council and
Chair of the Glasgow City Region Cabinet



Glasgow City Region



Glasgow City Region is a key engine of economic growth for both the Scottish and UK economies. With a population of 1.8 million people, it provides 34% of Scotland's jobs and is a base to almost 30% of the nation's businesses. Its economy produces approximately £60 billion of Gross Value Added (GVA) in 2023, making it the fourth largest UK Core City Region.

Eight local authorities make up the Region: East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire.

Glasgow City Region Economic Strategy



The Glasgow City Region Economic Strategy was launched in December 2021, with the accompanying detailed action plan approved by Cabinet in August 2022. The strategy has already started to have a profound impact on wider public sector policy, decision-making and spend for the local area of 1.8 million residents and 50,000 businesses.

The strategy and action plan set the approach for how the Region will weather current and future key challenges - including the impact of Covid-19, the climate emergency and unprecedented technological advances. The approach is a first in that it has been developed and endorsed not only by the Region's eight councils, but by government and wider public sector agencies including Scottish Enterprise and Skills Development Scotland.

Three key Regional challenges are woven through the strategy:

- The imperative to address the **climate emergency**. This includes managing the risk of rising sea levels, flooding, coastal erosion and heatwaves; supporting businesses to address climate action to improve their efficiency, productivity and competitiveness; and ensuring the transition to net zero is fair and equitable.
- The need to **create a much more inclusive economy**. With the Region home to some of the most deprived communities in Scotland, actions need to tackle the underlying drivers such as rising underemployment, economic inactivity due to ill health and low employment rates for specific groups.
- The long-standing issue of **low productivity** has constrained the local economy. Actions will need to address growing the number of businesses per capita and business Research and Development spend, both of which need to increase.

Our shared vision sets out the partners' commitment to addressing these challenges.

By 2030, Glasgow City Region will have the most innovative, inclusive and resilient economy in the UK.

In delivering the strategy, our detailed action plan is used to monitor and report progress through regular updates to the Regional Partnership and Cabinet. The action plan sets out a series of programmes that will be taken forward, some of which are already underway and some of which require to be further developed. A number of exciting initiatives are already being developed including proposals to establish an **Investment Zone**; a project to **fund new and refurbish existing commercial premises**; programmes for **Fair and Healthy Work**; a large scale **expansion in Electric Vehicle Charging Infrastructure**; and finally a **Foundational Economy pilot**.

Progress against each of our 13 priority programmes within the Regional Economic Strategy is set out below.

City Deal

At the end of 2024/25, of the City Deal’s 22 projects, one was formally complete; one is reporting at Amber status; and 20 are reporting at Green. Of the 20 Strategic Business Cases (SBCs), all are now complete. Of the 30 Outline Business Cases (OBCs), all are now approved and of the 106 Full Business Cases (FBCs), 65 have been approved.

Innovation Programme

Whether it’s growth in quantum technologies, advanced semiconductor packaging or digital creative industries, the Glasgow City Region (GCR) innovation ecosystem continues to grow. This is supported by a £10m extension to the UK Government Innovation Accelerator programme (see p.12). Additionally, Investment Zone funding will help provide longer term cluster growth, aided by work to develop the Region’s innovation skills and infrastructure through the Regional Innovation Action Plan (see p.13). And the Region continues to make the case for an integrated settlement, which could be used to develop local supply chains to make Regional innovation truly inclusive.

Investment Programme

GCR was awarded one of two Investment Zones in Scotland in summer 2023, providing £160m grant funding over a ten-year period. The investment is designed to support the growth of the Advanced Manufacturing sector, featuring six projects; a dedicated tax site; and supporting initiatives on skills, business support and an innovation investment fund. GCR will submit a proposal to UK and Scottish Governments for approval, following a five-stage Gateway model. Objectives for the Zone were agreed by Chief Executives’ Group and Cabinet, together with the Governments. In February 2025 the GCR Cabinet agreed six short-listed projects across three sub-sectors: space, semiconductors and maritime. In addition, a Tax Site located at Glasgow Airport and the Advanced Manufacturing Innovation District Scotland (AMIDS) has been proposed. See p.11 for more.

Clyde Mission

Clyde Mission is gathering pace following its transfer from the Scottish Government to Glasgow City Region/Argyll and Bute Council. An updated socio-economic report has been prepared by the Intelligence Hub and procurement is underway to create a strategic masterplan that will set out a refreshed vision for investment in the corridor. Significant progress has been achieved designing the Clyde Mission Heat Decarbonisation Fund scheme, which will be launched later this year. See p.37 for more.

Sustainable City Region Programme

The Sustainable City Region programme took a major step forward in December with the integration of the Green Network team into GCR Place. Clyde Climate Forest continues to deliver results with investment secured from GCR Green Network to fund the team. Planting activities in the final two Target Neighbourhoods were completed and opportunities to build upon this success are being investigated. See p.38-39 for more.

Clyde Metro

The Scottish Government published the Strategic Transport Projects Review 2 Final Report in December 2022, in which Clyde Metro was confirmed as a key priority for future transport investment. The Clyde Metro team is engaging with Transport Scotland and a range of partners to continue the development of this project. Work is underway to develop the Case for Investment (CFI). CFI Stage 1a – Case for Change and Initial Option Development and CFI Stage 1b – Client Advisory Services have been completed. Over the next year the Clyde Metro team will develop Stage 2 of the Case for Investment.

Housing Retrofit Programme

The Regional Retrofit Strategy and Action Plan was approved by GCR Cabinet in February 2025. The Housing Retrofit Delivery Group (HRDG) will oversee the delivery of actions to accelerate retrofit in the Region. The Strategy has five focus areas: Maximising the benefit of existing retrofit funding; Maintenance and Disrepair; Finance and Funding; Improving the Customer Journey; and Data and Digital Platforms. Recent activity includes work with Retrofit Agencies/One Stop Shops and Existing Funding Streams.

Future Skills Programmes

The GCR PMO has carried out research into the future skills requirements for local government. This highlighted challenges in the recruitment and retention of staff, and the associated job families.

The Local Government Future Skills Working Group has made progress in helping to address the shortage of planning officers within local government. A partnership between the member authorities and the University of the West of Scotland will offer Graduate Apprenticeships to train qualified planning officers. A cohort of four started in January 2025 and a cohort of Local Authority staff started the two-year conversion course to becoming qualified planners. A second cohort is due to commence in September 2025. Discussions are already ongoing on a similar model for Environmental Health professionals.

The Regional Skills Devolution Group, established in response to the Withers Report, has developed proposals to devolve skills activity to the City Region and continues to engage with the Scottish Government.

Economy and Health Programme

The Regional focus on supporting employee retention through fair and healthy business practices has led to recent involvement in:

The Mayfield Review – an independent review to investigate how government and businesses can work together as part of the UK Government’s Plan for Change; and

Discussions regarding opportunities to take forward the recommendations of the Health Foundation’s Commission for Healthier Working Lives.

Our Making Glasgow City Region a Living Wage Place campaign continues to make great progress and remains on target. See p.8 for more. The development of a Regional Good Employment Charter continues, in alignment with the Foundational Economy Pilot, which is also in the development phase. The Economies for Healthier Lives project, funded by the Health Foundation, also continues to progress well. See p.9 for more.

Inclusive Economy Programme

The Intelligence Hub has developed a proposal for a £1.3m Innovation Challenge Fund which would provide targeted business advice and financial support to projects which address critical challenges for the Foundational Economy. Work is ongoing with Glasgow City Council officers to establish a pilot project.

The Smart & Connected Social Places Programme (SCSP), part of the Region’s successful 5G Innovation Region Phase 2 bid, has officially launched and is now well underway. The programme continues to focus on deploying advanced wireless technologies and IoT solutions across health, care and housing settings. The programme is currently in Phase 2, building on the successes of the 2024/25 pilot. See p.36 for more.

Green Business Support Programme

A consistent Glasgow City Region approach on Green Business Support was established and in partnership with the University of Strathclyde, and funded through the Shared Prosperity Fund, the ExtendPlus Project was set up to provide 500 local businesses with Carbon Baseline Assessments. Over the 12 months of the programme, around 300 businesses have accessed the Carbon Baseline Assessment process. An evaluation of the intervention is currently being undertaken by the GCR Intelligence Hub.

Electric Vehicle and Infrastructure Programme

Work is ongoing through the Electric Vehicle (EV) Senior Officers Group and the Technical Officers Group to enter into a concession-type contract with a Charge Point Operator to expand the EV Charging Infrastructure across the Region, with £3.5m secured from Transport Scotland to progress this.

Glasgow City Council published a Prior Information Notice (PIN) to gauge market engagement interest. The PIN closed on 12 May 2025 and responses will inform the procurement route and project scope. GCR have appointed technical consultants, and the Region is working closely with local authorities to identify sites for what has the potential to be the biggest roll-out in Scotland.

Commercial Land and Property

Working with expert consultancy support, the GCR PMO has completed several key pieces of analysis into the employment land and property in GCR. This includes an in-depth analysis of over 1,600 Vacant & Derelict Land (V&DL) sites, with more than 200 priority sites identified for action. This included an expert analysis of the market demand and commercial appetite for these sites, providing the GCR member authorities with a comprehensive analysis of their V&DL sites. Specific analysis into the energy efficiency of commercial premises was also undertaken.

CASE STUDY

Health and the Economy in Glasgow City Region



To achieve our Regional goals of creating an inclusive and more productive economy, we must ensure that economic factors are supporting population health and wellbeing, particularly for our most deprived communities. One of our Regional programmes focuses on Economy and Health, closely linked with the associated Inclusive Economy programme.

One aspect of the Economy and Health programme is the Making Glasgow City Region a Living Wage Place campaign, launched on 5 November 2024. This ambitious three-year project sees an Action Group of Living Wage Accredited Employers working collaboratively to champion Living Wage Accreditation. The eight member local authorities are represented on the Group.

Seeking Living Wage Place status, with Living Wage Scotland, is a substantial undertaking at the scale of the Region. However, meeting our agreed targets will bring about an uplift in the pay for many of our lowest paid workers.

Given the well understood link between adequate income and population health, we are delighted to have secured over 100 new employer accreditations since the campaign began, collectively uplifting over 1,500 Glasgow City Region (GCR) workers to at least the rate of the real Living Wage. The campaign will run until November 2027.

Secondly, a Regional Good Employment Charter continues to be developed, with plans underway to ensure that the Charter will be beneficial to employers and employees in GCR. By promoting

the benefits of equality, diversity and inclusion in the workplace, the Good Employment Charter is intended to help employers to create workplaces that embrace characteristics of good employment in ways that ensure fair pay, opportunity and progression to all.

Following from the Economies for Healthier Lives project, the CHIA toolkit is now live, providing another mechanism to positively influence health and equality outcomes through capital spend projects.

The GCR Anchor Network continues to be a space for senior decision-makers from a range of organisations anchored in the Region to share, discuss, and learn about approaches to tackling social issues through economic means, based on the pillars of Community Wealth Building. As employers, procurers, and owners of assets, the activities of the anchor organisations represented are influential to the Regional economy – and a desire to ensure their impacts support our Regional economic goals. There is also an ambition to link the work of the Anchor Network to the Community Wealth Building (Scotland) Bill, as it progresses through parliament.

CASE STUDY

Economies for Healthier Lives



In November 2021, the Region was selected by the Health Foundation to be a part of its Economies for Healthier Lives funding programme.

The aim of the Region's project was to co-create, pilot and adopt a Capital Investment Health Impact Assessment (CHIA) toolkit which seeks to embed health and equity into capital spend processes, and to maximise population health and wellbeing and mitigate against inequalities.

The project core partners: GCR, Public Health Scotland and the Glasgow Centre for Population Health have been working closely together and with support from the project's Community Panel, facilitated by the Scottish Community Development Centre, to co-produce, test and embed the toolkit within capital investment processes in the Region.

The [CHIA](#) online resources include:

- easily accessible data on population health and wellbeing economy indicators,
- guidance and materials to support the delivery of a health and equity screening workshop,
- guidance and materials to help inform business case development processes.

The CHIA was launched in December 2025 and endorsed by the Region's member authorities.

Local authorities have been invited to attend a training session, and a number have piloted the

screening workshop on projects including:

- East Airdrie Link Road (North Lanarkshire).
- Crossmill Business Units (East Renfrewshire).
- Regional Electric Vehicle Charging Infrastructure (Glasgow City Region).
- East Kilbride Masterplan (South Lanarkshire), also aligned with [Marmot Place status and the Collaboration for Healthy Equity \(CHES\)](#).
- Clyde Metro, embedded in the business case development.
- Scottish Government funded Energy Efficiency Area Based Scheme (Glasgow City Council).

All member authorities and workshop participants have reported on the benefits of hearing and understanding a wide range of perspectives around health and equity impacts.

Some member authorities have committed to using the approach in other planned capital programmes.

The Economies for Healthier Lives Programme will come to a formal close at the end May 2025, but the CHIA will continue to be embedded in Glasgow City Region decision making processes.

UK Shared Prosperity Fund Investment Plan



Glasgow City Region remains the only area in Scotland to take a regional approach to the development, delivery, management and reporting of the UK Government Shared Prosperity Fund (UKSPF) investment.

The [Region's UK Shared Prosperity Fund Investment Plan](#) was approved by the UK Government in December 2022 with over £73 million funding for a range of local interventions.

The initial three-year programme concluded with 99% of the budget spent, and notable outcomes including over 6,000 people supported into employment, over 3,200 local businesses receiving non-financial support and over 19,000 local residents participating in Multiply numeracy courses.

In early 2025, a one-year £29 million extension plan for 2025/26 was approved by Cabinet and the UK Government with a similar programme of activity.

The GCR Programme Management Office is responsible for the overall management of UKSPF, including reporting, monitoring and evaluation of the programme.

While operational delivery rests with each council area, individual projects all support the agreed priorities within the Regional Economic Strategy (RES), and UKSPF funding will support activities within the RES Action Plan.

There are a number of benefits to a Regional approach to the delivery of the SPF Investment, including the flexibility of the funding. The PMO provides a centralised approach to governance and support for the member authorities. Various lessons learned exercises have also been facilitated to ensure learning across the eight council areas. The investment has also been used to support three RES projects managed at a Regional level: Clyde Climate Forest, Extend Plus and the Regional Marketing of Multiply.

This will continue to help to shape future activities and funding asks of Government.

The recent UK Government Spending Review made a commitment to continue to fund SPF at the same level for devolved governments.

Investment Zone



Glasgow City Region's £160m Investment Zone (IZ) is set to turbo-charge the Region's innovation economy.

The Investment Zone was first announced in June 2023 and was formally confirmed in the UK Government's Spending Review in June 2025. It is expected to generate around £300 million of initial private sector investment and support up to 10,000 jobs in the Region.

The programme will feature [six ambitious short-listed projects](#); a dedicated tax site; and supporting initiatives on skills and business support including an innovation investment fund.

The site will be shaped around the **Advanced Manufacturing** sector with a key focus on three sub-sectors: space, maritime, and semiconductors.

Space

Glasgow City Region is a global leader in satellite manufacturing and, after California, is the world's second largest supplier of small satellites – with around 30 companies in the industry.

The IZ will strengthen GCR's space and aerospace sectors. It will vastly enhance the Region's capacity to manufacture satellites and boost the build of new rockets, and subsequently provide additional launch capacity for more rockets to go into space.

Semiconductors

The IZ is accelerating semiconductor innovation through three major initiatives which will:

- support the growth of a robust local supply chain;
- enable manufacturing at scale;
- and foster collaboration across the sector.

This will position the Region at the forefront of advanced semiconductor development.

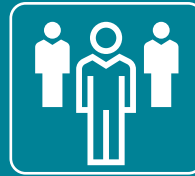
Maritime

Building on Glasgow's maritime heritage, the IZ will support the development of the Maritime Supply Chain Innovation Centre, which will:

- address maritime supply chain productivity challenges;
- promote sustainable working practices; and
- offer research and development support through a rapid technology deployment model.

Over the coming months, the final Investment Zone programme will continue to take shape. Business cases for each of the projects are being developed for approval, the tax site parameters will be agreed, and scoping work is underway for the supporting initiatives.

Innovation



Innovation Accelerator

Launched in April 2023, the Glasgow City Region Innovation Accelerator programme has been a catalyst for much of the 'triple helix' innovation collaboration between public, private, and academia (universities and colleges) across the Region.

Funded with an initial £33 million from the UK Government Department for Science, Innovation and Technology (DSIT), the programme builds on progress made in recent years to help take the Region's innovation economy to the next level and leverage substantial private sector investment.

The funding was allocated to 11 ambitious local projects across a wide range of sectors, from digital museums to quantum computing, welding innovation and circular manufacturing. All of the projects demonstrate the ability to address key local economic challenges as well as national and global societal and environmental issues.

To date, the programme has seen:

- £47 million of co-investment realised,
- Over 250 companies engaged with,
- 267 jobs created, and
- 369 jobs retained.

The success of the programme to date has led to DSIT confirming a £10 million year-long extension to take key developments to the next level.

Innovation Action Plan

The [Glasgow City Region Innovation Action Plan](#) was forged, in part, based on the partnerships generated through the Innovation Accelerator. Created by Glasgow City Region, Scottish Enterprise and Innovate UK, it was launched at the end of 2023.

Over the past year, a new group – the Glasgow Economic Leadership Innovation Group – has been created to oversee the delivery of the Plan. Membership of the group includes a wide range of industry experts from across the Region.

The Innovation Group is advising a core team of Regional, Scottish Enterprise and Innovation UK staff who are working up proposals for the delivery of priority actions across the six workstreams:

- **Identity** – over the next few months, expert support will be commissioned to help the Region tell its story of innovation, engineering and ingenuity; a story that can be seen in the work of the Innovation Accelerator and the proposals which are emerging for the Investment Zone, but one that is not told widely enough.
- **Ecosystems** – the team have been working to establish a more detailed baseline of how each of the Region's clusters work, the cross-sectoral relationships and the needs of each.
- **Infrastructure** – the team has conducted a detailed review of the available lab, office and manufacturing spaces which are required to support the Region's clusters. This work has identified some real challenges facing the supply of the types of space to support the growth of the ecosystem. Work is now underway to establish how these can be best overcome.
- **Investment** – building on the ecosystem work, over the next year the team will be working with the likes of the British Business Bank to find ways of increasing private investment into the clusters.

- **Skills** – a skills working group, with representatives from across industry, the higher and further education sectors, has been set up to oversee the delivery of a series of actions from the plan. This includes establishing the best pathways to meeting the wide and varied skills needs of the clusters – including the adoption of an Innovation Skills Framework across Higher Education (HE) and Further Education (FE) courses. The group will also provide the oversight of the skills programmes which will emerge from the Investment Zone.
- **Inclusion** – the workstream has been linking in with the Region's Good Employment Charter and Living Wage goals – aiming to foster equitable growth across the clusters. An inclusion framework for supporting cluster growth is also being established which is taking account of people, place and governance factors.

The last year has been largely about laying the groundwork for detailed actions. However, it is abundantly clear across the private, public and academic partners that there is a shared commitment to build on the Region's wide portfolio of Innovation activity. There is a recognition of the need to find ways of better co-ordination where needed, to fill gaps in support where required and create the conditions to allow our emerging economy to continue to thrive. In the year ahead, we expect to see the delivery of actions which will have a meaningful impact in meeting these aspirations.



The Intelligence Hub



The Glasgow City Region [Intelligence Hub](#) provides a wide range economic research and insight for the Region and its eight local authority partners. The team's work supports decision-makers to create the case for local investment and provides the evidence for new policies and programmes to maximise the impact of the investment. The Hub consists of economists, data scientists and policy researchers. In its sixth year, the work of the team continues to provide new ways of understanding how to address our economic challenges whilst also building on the wide range of economic strengths within the Region.

Data Analysis and Policy Research

Monthly Briefings: The team continues to produce a monthly economic briefing which provides a snapshot of the latest economic data and trends, research and analysis. Anyone wishing to receive these updates can [subscribe](#) to the mailing list.

Member Authority Support: The team has developed various pieces of research to support member authorities. This includes provision of economic baselines for East Renfrewshire, Renfrewshire and East Dunbartonshire Councils. This work is supporting both economic development activities and the evidence base to support the creation of Local Development Plans.

GVA Analysis: The Hub conducted some new research into the Region's productivity challenges: [Bridging the Productivity Gap](#). By analysing the performance with the West of England, the top performing Core City Region in the UK, the team was able to identify the structural and sectoral challenges which are impacting the gap in the Region's productivity performance. This work is now being used to shape the Investment Zone and Innovation Action Plan activity.

Devolution / Integrated Settlements: The team has worked to develop the initial proposition to both UK and Scottish Governments for what an integrated settlement would look like in the Region, ensuring GCR is not left behind the likes of Greater Manchester and West Midlands Combined Authorities.

Bespoke Briefings: the team has conducted specific briefings on a wide range of topics such as international trade and the defence sector within the Region. It also reviewed the UK and Scottish Government Budgets and what they might mean for GCR and its local authorities.

Health Modelling: through a [UKRI](#) funded project, a new embedded researcher joined the team. Over the next three years, they will be working with policy makers and academics across the country to support the evidence base for policy decisions that intervene on the economic determinants of ill health and health inequalities.

Supporting Programme Development

City Deal: Whether this is through business case reviews or GIS mapping, the Hub continues to provide analysis to support the PMO oversee the development of the City Deal programme.

Foundational Economy: Using the evidence base gathered over the past three years, the Intelligence Hub has worked with a series of partners from across the Region to develop the proposal for a Foundational Economy pilot project. The team continues to work with the PMO and Glasgow City Council to roll the pilot out.

Inverclyde – A Regional Priority: the Hub has conducted a range of analysis which looked at the intraregional economic disparities. This work was central to the decision to make Inverclyde a Regional priority.

Investment Zone: the Hub continues to provide economic analysis and insight to support the development of the Investment Zone as a programme of work.

Other RES Programmes: The team also continues to provide analysis to support the development of the other Regional Economic Strategy programmes, including Fair and Healthy Work and Vacant and Derelict Land.



Business Case Development and Economic Modelling

Using its own economic model to quantify the economic impact of development programmes / projects – the team has supported a range of local authority, Regional and partner teams to understand the potential economic impact of development projects. This is used to help determine whether projects deliver value for money.

Project and Programme Evaluation

City Deal Gateway 2 Evaluation: the Hub worked with the PMO to conduct a comprehensive evaluation of the economic impact of the City Deal investment within the City Region.

Extend Plus: members of the team carried out an evaluation of the Extend Plus project. This assessed the effectiveness, impact, and areas for improvement of the programme, based on feedback from participating businesses, stakeholders, and delivery partners

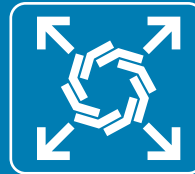
Working with a Wide Range of Partners

Over the past year, the team has worked in partnership with a wide range of organisations beyond the eight local authorities to support evidence led decision making. This includes Glasgow Airport, Universities of Glasgow and Strathclyde, Foreign, Commonwealth and Development Office, SLAED, BBC, Glasgow Life and Ayrshire Growth Deal.

Milestones



Glasgow City Region City Deal



Our ground-breaking City Deal, the first in Scotland and one of the largest in the UK, was signed in August 2014 by the member authorities with the UK and Scottish Governments.

The partnership, with Glasgow City Council acting as the lead authority/accountable body, was the first to benefit from funding from both the UK and Scottish Governments, with £500 million provided from each for infrastructure investment and the local authorities committing initially to a further £130 million.

The £1.13 billion infrastructure fund will deliver 22 projects focusing on improving connectivity and unlocking new sites across the Region for commercial, housing and retail development.

A further three innovation projects have been supported by £18.7 million funding from the Department for Business, Energy and Industrial Strategy (BEIS) and three employment projects are funded to the value of £24.6 million through contributions from the Department for Work and Pensions and the member authorities.

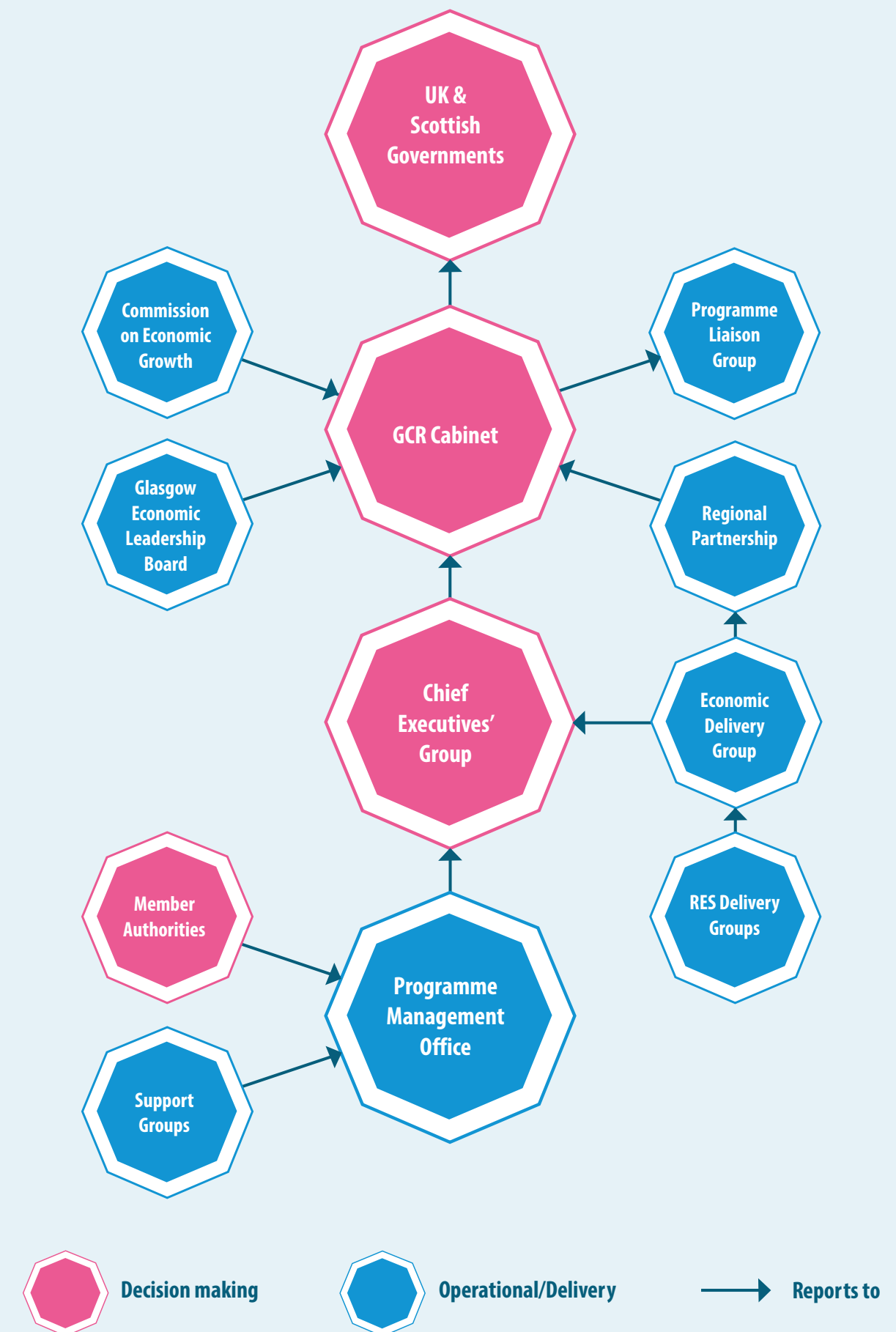
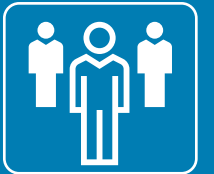
Together these City Deal projects have been enabling a programme of works which have been supporting the growth of the Region's economy and will continue to do so throughout the Deal's 20 year lifetime to 2035.

Over its lifetime, it is estimated that the City Deal will:

- Deliver £2.2 billion in additional GVA per annum (a 4% uplift) across the City Region;
- Support an additional overall increase of around 29,000 jobs in the City Region;
- Create 15,000 construction jobs through the City Deal construction programme;
- Work with 19,000 unemployed residents and support over 5,500 back into sustained employment;
- Lever in an estimated £3.3 billion of private sector investment to support the delivery of the projects within the infrastructure programme;
- Spread the benefits of economic growth across the Region, ensuring deprived areas benefit.

The Glasgow Economic Leadership Board (GEL) has taken on the lead role for private sector engagement within GCR with Professor Sir Jim McDonald now attending the Glasgow City Region Cabinet.

Governance Structure



City Deal Achievements



**Strategic
Business Cases**
approved for 21 projects



New £65 million
enabling infrastructure project
approved to proceed



13
high level City Deal projects and
42 sub projects substantially
completed to date



8,000
young people supported
into employment through
Youth Gateway



Over £652 million
infrastructure spend
approved to date



Over £557 million
infrastructure spend
to date



Successful
Gateway One and Gateway Two
Review pass



£18.7 million
funding to support innovation
and business growth



£24.6 million
in skills and
employability schemes



**Supported
5,500**
people back into work



**Worked with
9,000**
unemployed residents through
two employment programmes



Over £478 million
Tier 1 contracts awarded

Governance



Governance arrangements for the City Deal were agreed by governments and are set out in the Assurance Framework. Current structures are shown on page 19.

In 2014, a Joint Committee was established by the member authorities, constituted under Section 57 of the Local Government (Scotland) Act 1973. The Joint Committee, known as the Glasgow City Region Cabinet, is made up of the Leaders of the participating authorities. The Cabinet is responsible for decision making in relation to the City Deal and for determining the strategic economic development priorities for Glasgow City Region.

Cabinet meetings are held quarterly and are open to the public, with agendas, papers and minutes available [through the Region’s website](#)

The Programme Management Office (PMO) acts as the secretariat for the Cabinet and is the central point for appraisal and monitoring of all aspects of City Deal. The Cabinet is supported by a Chief Executives’ Group (CEG), which oversees the management of the PMO in its delivery of the operational functions of the Cabinet. The CEG is supported by a number of support groups, made up of officers from the participating councils and other partner agencies. These groups provide advice on Programme governance issues including financial management, communication, audit and procurement matters.

Regional Economic Strategy Delivery Groups are chaired by senior officers from the local authorities, including senior officer groups for Electric Vehicle Charging and for Housing Retrofit. RES Delivery Groups continued to work throughout 2024/25 to deliver actions from the Regional Economic Strategy Action Plan, which included supporting the delivery of the City Deal Programme’s benefits. The Regional Economic Partnership also received monitoring reports on the work being undertaken by Regional Partners to support the delivery of all Regional programmes.

SCRUTINY

The Programme Liaison Group (PLG), made up of representatives from the GCR PMO and the UK and Scottish Governments, met regularly throughout 2024/25 to review and monitor the City Deal Programme’s progress and the delivery of the PMO’s work programme as set out within the Annual Implementation Plan 2024/25.

The Programme is underpinned by a series of monitoring status reports on projects and the Programme, produced by member authorities and the PMO. The PMO provides progress reports to each meeting of the CEG, Cabinet and the PLG. Reports provide a record of progress and are a basis for project scrutiny.



AUDIT

The Programme is subject to a series of planned audits, externally by Audit Scotland and internally, by Glasgow City Council Internal Audit, appointed by the Cabinet.

An annual plan for audit activity for the year ahead is agreed by Cabinet, with findings, recommendations and progress on follow up actions reported throughout the year.

Date	Activity
May 2024	Reports to Cabinet: 2023/24 assurance report Stakeholder Engagement and Managing Relationships 2023/24 assurance report Financial Monitoring Follow-up Audit Report Internal Audit Plan for 2024/25 approved by Cabinet
August 2024	Reports to Cabinet: 2023/24 assurance report Shared Prosperity Fund Assurance Framework Compliance Internal Audit Annual Report and Annual Governance Statement 2023/24
October 2024	Audit Support Group meeting with Chief Auditors of member authorities
October 2024 to January 2025	Fieldwork Shared Prosperity Fund Regional Project Compliance
February 2025	Gateway Readiness Review – Lessons Learned session
February 2025 to March 2025	Fieldwork for City Deal Financial Management Phase 2

CASE STUDY

Renfrew Bridge: A new landmark on the Clyde



In May 2025, Renfrewshire Council marked a major milestone with the opening of the Renfrew Bridge - the first opening road bridge across the River Clyde. Delivered as part of the £117 million Clyde Waterfront and Renfrew Riverside project, the bridge represents a transformative investment in connectivity, economic growth, and community regeneration.

Spanning 184 metres, the twin-leaf cable-stayed swing bridge links Renfrew with Clydebank and Yoker. It provides a vital two-lane crossing for vehicles, pedestrians, and cyclists, while maintaining navigability for river traffic which has priority.

The project was supported by £39 million each from the UK and Scottish Governments, and £1.7 million from Transport Scotland, and was constructed by civil engineering firm GRAHAM.

The bridge is expected to unlock up to 1,400 new jobs and attract investment across both sides of the Clyde. It also enhances access to the Advanced Manufacturing Innovation District Scotland (AMIDS), positioning Renfrewshire as a hub for innovation and industry.

The opening ceremony brought together local schoolchildren, community groups, residents, partners and government representatives, symbolising the bridge's role in uniting communities — and thousands crossed the bridge on all modes of transport in the first days after opening.

In addition to the bridge, the project delivered new roads, including the extended Argyll Avenue which takes traffic away from Renfrew town centre; walking and cycling routes; and a direct link to Yoker Railway Station from Renfrew for the first time — improving sustainable transport options and Regional mobility.

The Renfrew Bridge stands as a landmark achievement for the Glasgow City Region City Deal, showcasing the power of partnership and infrastructure to drive inclusive economic growth and community renewal.

CASE STUDY

Barclays



City Deal funded remediation and work to improve connectivity at Tradeston in Glasgow has opened up an area on the south of the river to commercial development — with the new Barclays Campus kick-starting a major transformation in this part of the city.

Four years in the making and four years after its official opening, the state-of-the-art Barclays Campus in Glasgow has transformed an area on the south side of the River Clyde at Tradeston, hosting thousands of highly-skilled local jobs and providing a major boost to Glasgow's financial services sector.

The 430,000 sq ft Barclays campus, the biggest inward investment ever in Scotland, represents a £330 million capital investment by the global banking group.

While over 1,800 employees from three different locations across the city have now transferred to the new facility - by the end of August 2025, the site is expected to host over 7,500 staff.

A Barclays spokesperson said: “The campus itself is a fantastic asset for both the Tradeston community and Glasgow. It is contributing to the sustainable regeneration of a historic section of the Clyde Waterfront and is providing thousands of highly-skilled jobs as well as opportunities for graduates from local universities.”

The campus is made up of five buildings including two listed properties, Clyde Place House and the

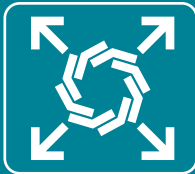
Beco building. The B-listed Beco building houses a commercial bank branch and offices, plus the Eagle Labs, a business incubator that is supporting local entrepreneurs. The new buildings have been named Tradescroft, Windmillcroft and Wellcroft, reflecting the industrial heritage of the area.

They continued: “Opportunities have been created not just through jobs, but also through supply chain and community initiatives.

During the development of the site, we focused on using local contractors where possible, with some suppliers scaling up their business because of their work on the campus. Approximately 80 Scottish firms were involved in the project, roughly two-thirds of which were from Glasgow. Now, with the campus up and running, we continue to buy locally, where we can.

“We work very closely with the local community, schools and businesses. We provide free space on site for local micro-businesses, such as hairdressers, and run a series of networking and showcase events in our space for SME and different priority groups.”

Infrastructure Projects: 2024/25 Progress and 2025/26 Implementation Plan



The following sets out progress to March 2025 and planned actions to be implemented in 2025/26 across the Region's 22 infrastructure projects.

EDC Place and Growth Programme (2 sub-projects)

Progress:

- The Place and Growth Programme Outline Business Case (OBC) encompassing Bishopbriggs Town Centre Regeneration and Westerhill Development Road was approved by Cabinet in November 2024.
- The Bishopbriggs Town Centre project will create a vibrant town centre providing a large, flexible space for community, business, and small enterprise events. The RIBA Stage 4 design team has been appointed.
- Westerhill Development Road (WDR) will complete the route through East Dunbartonshire and Glasgow North providing a link between the wider City Region, Westerhill, Bishopbriggs and Auchinairn. The masterplan redesignating land for employment use is now adopted under the Council's Local Development Plan (LDP) 2 as Westerhill Regeneration Area (WRA). A marketing strategy is being developed to help promote follow-on opportunities enabled by the delivery of the WDR.

Expected milestones for 25/26:

- Full Business Cases (FBC) for Bishopbriggs Town Centre and Westerhill Development Road are due for approval at the May 2026 Chief Executives' Group (CEG).

Sub-projects completed: 0%

Sub-projects under construction: 0%

Sub-projects pre-construction: 100%

ERC M77 Strategic Corridor (6 sub-projects)

Progress:

- Business Boost - Full scope delivered in March 2019.
- Levern Works - Full scope delivered in August 2016.
- Balgray Station is a new railway station on the Glasgow to Neilston line. The project includes car parking and capacity for a bus interchange. The station will serve the existing community and a new residential community at Barrhead South. The Full Business Case (FBC) was approved in September 2024 and the contractor has been appointed.
- Balgray Visitor Facilities OBC was approved by Cabinet in November 2024. The construction schedule is interdependent on the Aurs Road project as vehicular access to the Visitor Facilities will be taken from Aurs Road.
- The Aurs Road 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.

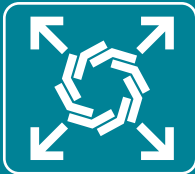
Expected milestones for 25/26:

- Balgray Station is due to start construction in July 2025 and complete in October 2026.
- Balgray Visitor Facilities' FBC is expected for CEG approval in December 2025 with construction expected to start in May 2026.
- The Aurs Road project is expected to reach construction end in March 2026.

Sub-projects completed: 50%

Sub-projects under construction: 17%

Sub-projects pre-construction: 33%



GCC Canal and North Gateway (9 sub-projects)

Progress:

- This project includes sub-projects varying from site remediation and development, construction of new bridges, pedestrian and cycling infrastructures, street lighting, junction upgrading and drainage infrastructure.
- Sighthill Remediation Contract 1 (FBC 1): Full scope delivered in November 2017.
- Sighthill Contract 2 (FBC 2): Full scope delivered in April 2023.
- Cowlairs Bridge and Port Dundas 100 Acre Hill (FBC 3): Full scope delivered in July 2019.
- North Glasgow Integrated Water Management System (NGIWMS) (FBC 4): Full scope delivered in June 2019.
- North Canal Bank Street and Speirs Locks Landscape Link (FBC 5): Full scope delivered in February 2022.
- Speirs Locks Garscube Toll and Links (FBC 6): Full scope delivered in February 2022.
- Sighthill M8 Pedestrian Bridge (FBC 7): Full scope delivered and opened March 2023.
- Cowlairs Link and Cowlairs Remediation and Servicing – project deferred.
- Port Dundas: Pinkston Access and Remediation's FBC expected to be approved in December 2026.

Expected milestones for 25/26:

- Port Dundas: Dobbies Loan's FBC expected to be approved in December 2025.

Sub-projects completed: 78%

Sub-projects under construction: 0%

Sub-projects pre-construction: 22%

GCC Collegelands Calton Barras (6 sub-projects)

Progress:

- This project includes sub-projects that 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.
- Calton Barras Action Plan - Barras Public Realm Phase 1 (FBC 1): Full scope delivered in July 2018.
- Meat Market Site Remediation (FBC 2): Full scope delivered in August 2020.
- Calton Barras Action Plan - Junction Improvements (FBC 3): Full scope delivered in April 2020.
- 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. The contractor started on site in January 2025 and is due to end construction in November 2026.
- Meat Market Public Realm and Listed Structures (FBC 5): Staff are working closely with the Meat Market Trust to deliver, monitor and evaluate the project. Project is currently on track.
- High Street: Public Realm and Connectivity: These elements focus on public realm and connectivity measures on High Street and as per Revision 10, the project title has been re-named to reflect this. FBC expected to be approved June 2026.

Expected milestones for 25/26:

- Wellpark Link is due to end construction in July 2025.

Sub-projects completed: 50%

Sub-projects under construction: 33%

Sub-projects pre-construction: 17%

GCC City Centre Enabling Infrastructure Integrated (11 sub-projects)

Progress:

- This project involves sub-projects of improving key streets and adjacent areas (or “Avenues”) in Glasgow city centre through the introduction of new and enhanced infrastructure such as public realm, cycle tracks and pedestrian routes.
- Sauchiehall Street Avenue Phase 1 (FBC 1): Full scope delivered in May 2019.
- Intelligent Street Lighting (FBC 2): Full scope delivered June 2019.
- Holland Street/Pitt Street FBC was approved in February 2023 and construction started in March 2023.
- Sauchiehall Street Precinct & The Underline Phase 1 (Cambridge Street) FBC was approved June 2023 and construction started in September 2023.
- Argyle Street West FBC was approved in February 2024 and construction started in March 2024.
- Kyle St/North Hanover St FBC was approved March 2025.
- George Square and Surrounding Avenues FBC was approved in May 2025.
- George Street Ph. 2 (Montrose Street to High Street) was added into the programme through Revision 10. FBC expected for approval in July 2026

Expected milestones for 25/26:

- Holland St/Pitt St expected construction completion July 2025.
- Sauchiehall St Precinct expected construction completion July 2025.
- Argyle St East FBC expected for approval in August 2025.
- Kyle Street/North Hanover Street construction start expected in June 2025.
- George Square and Surrounding Avenues is due to begin construction in July 2025.
- Stockwell Street FBC expected September 2025.
- Argyle Street West FBC expected construction end in October 2025.
- Broomielaw/Clyde St FBC expected for approval in January 2026.

Sub-projects completed: 18%

Sub-projects under construction: 27%

Sub-projects pre-construction: 55%

GCC Metropolitan Glasgow Strategic Drainage Partnership (11 sub-projects)

Progress:

- This project includes sub-projects that aim to address a lack of investment in drainage infrastructure by either removing hydraulic constraints, reducing water entering the sewer system and therefore helping to create drainage capacity and reduce flood risk.
- Camlachie Burn (FBC 1) completed July 2019.
- Cardowan SWMP (FBC 2) completed December 2019.
- Hillington/Cardonald SWMP Phase 1: Moss Heights/Halfway Community Park (FBC 3) completed May 2019.
- South East Glasgow SWMP (FBC 4) completed January 2021.
- Garrowhill/Baillieston SWMP (FBC 5) completed November 2022.
- Drumchapel SWMP (FBC 6) completed March 2021.
- Hillington/Cardonald SWMP - Phase 2 (Queensland Gardens) (FBC 7) completed July 2023.
- Hillington/Cardonald SWMP - Phase 3 (Penilee) (FBC 8) completed May 2023.
- High Knightswood/Netherton SWMP FBC expected June 2026.
- Cockenzie Street FBC expected November 2026.

Expected milestones for 25/26:

- Eastern Springburn SWMP FBC to be submitted January 2026.

Sub-projects completed: 73%

Sub-projects under construction: 0%

Sub-projects pre-construction: 27%

GCC Clyde Waterfront and West End Innovation Quarter (11 sub-projects)

Progress:

- This project includes sub-projects that aim 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.
- Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South) (FBC 1) – Full scope delivered December 2019.
- Improving Connectivity between GU and QEUH - Active Travel Route (North) (FBC 3) - Full scope delivered April 2022.
- CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor) (FBC 2) - Full scope delivered September 2022.
- Access and Integrity of Waterfront - Tradeston Bridge Refurbishment (Phase 1) completed July 2021 and Tradeston Links (phase 2) (addendum) (FBC 4) completed October 2023.
- Central Govan Action Plan Project: Water Row Grant Award (FBC 6): Construction end was in June 2024. All residential units handed over to Govan Housing Association. All six ground floor commercial units have tenants agreed and fit outs are expected 2025.
- Govan-Partick Bridge (FBC 5): Bridge works completed and formally opened to the public on 7 September 2024 with one million crossings of the bridge recorded since opening.
- Byres Road Public Realm Phase 2 FBC Addendum was approved in March 2025.
- Access and Integrity of Waterfront - Custom House Quay and Carlton Place FBC approval expected December 2026.

Expected milestones for 25/26:

- Byres Road Phase 1 construction completion expected end of July 2025.
- Byres Road Public Realm Phase 2 FBC Addendum construction start expected June 2025.
- GRID - Clyde Waterfront Innovation Campus: Site Remediation and Services and Access and Connectivity FBC approval expected March 2026.

Sub-projects completed: 64%

Sub-projects under construction: 18%

Sub-projects pre-construction: 18%

IC Inchgreen (1 sub-project)		
Progress: • A regeneration project providing utilities and works at the Inchgreen deep-water quay and the surrounding industrial land. The 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. • Inchgreen Phase 1 construction has been reported as complete in April 2024. • Inchgreen Phase 2 (new local project) was added to the programme in February 2025. Expected milestones for 25/26: • Inchgreen Phase 2 FBC expected Summer 2025.		
Sub-projects completed: 50%	Sub-projects under construction: 0%	Sub-projects pre-construction: 50%

IC Ocean Terminal (2 sub-projects)		
Progress: • The 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. • Both sub-projects (the Marine Works and the Terminal Building) are complete with formal opening of the Terminal Building in August 2023. Expected milestones for 25/26: • Benefits realisation monitoring ongoing.		
Sub-projects completed: 100%	Sub-projects under construction: 0%	Sub-projects pre-construction: 0%

IC Inverkip (1 sub-project)		
Progress: • The 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. • The FBC was approved by Delegated Authority in December 2024 and construction began in March 2025. Expected milestones for 25/26: • Construction due to complete in December 2025.		
Sub-projects completed: 0%	Sub-projects under construction: 100%	Sub-projects pre-construction: 0%

NLC A8 M8 Corridor Access Improvements (2 sub-projects)		
Progress: • The project will deliver components aiming to enhance connectivity and improve employment and business access to key strategic employment sites from Newhouse to Bargeddie. • The A8/M8 Corridor Access Improvements OBC (including Orchard Farm Roundabout and Eurocentral Strategic Active Travel) was approved August 2022. • For Orchard Farm Roundabout, detailed Design and Contract Document Preparation stages of the project are in progress, being led and delivered by the private sector partnership with Mossend International Railfreight Park. FBC approval expected August 2026 with construction due to start in October 2026. • Eurocentral Strategic Active Travel is currently progressing through design phase with a focus on stakeholder engagement towards design solutions and preferred options. Expected milestones for 25/26: • FBC approval for Eurocentral Strategic Active Travel is expected for November 2025 with construction due to start in January 2026.		
Sub-projects completed: 0%	Sub-projects under construction: 0%	Sub-projects pre-construction: 100%

NLC Gartcosh/Glenboig Community Growth Area (2 sub-projects)		
Progress: • The 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. This project was completed in June 2018. Expected milestones for 25/26: • Benefits realisation monitoring ongoing.		
Sub-projects completed: 100%	Sub-projects under construction: 0%	Sub-projects pre-construction: 0%

NLC Pan Lanarkshire Orbital Transport Corridor (5 sub-projects)		
Progress: • The project focuses on improving orbital and Pan-Lanarkshire connections across the City Region through road works with the aim of realising opportunities for commercial and housing development at the Ravenscraig site. • RIA North - Dualling of A723 Rav to M8 (FBC3) has been deferred. • Motherwell Town Centre Interchange completed May 2023. • RIA South: West Coast Mainline Crossing (FBC1) completed August 2023. • RIA South: Dualling of Airbles Road and Junction improvements (FBC4) Value Engineering Review to be complete May 2025 with FBC expected Dec 2027. • RIA South: New Dual Carriageway Ravenscraig to Motherwell (FBC2) demolition contract complete. FBC expected September 2026 with construction due to start in October 2026. • East Airdrie Link Road OBC approved August 2024. The sub-project 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 and providing access to the future Monklands Replacement Hospital. The FBC is expected April 2028 with construction completion September 2030. Expected milestones for 25/26: • Project development ongoing.		
Sub-projects completed: 40%	Sub-projects under construction: 0%	Sub-projects pre-construction: 60%

RC Clyde Waterfront and Renfrew Riverside (CWRR) (1 sub-project)		
Progress: • The project consists of a new opening bridge and associated pedestrian and cycle routes 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 bridge provides a two-lane crossing for vehicles, pedestrians and active travel. • Construction works started in December 2022 and were completed on 18 April 2025. A formal opening event was held on Thursday 8 May. The bridge began public operation at mid-day on Friday 9 May. Expected milestones for 25/26: • Post completion monitoring continues during the two-year contract defect liability period. • Benefits realisation monitoring ongoing.		
Sub-projects completed: 100%	Sub-projects under construction: 0%	Sub-projects pre-construction: 0%

RC Glasgow Airport Investment Area (GAIA) (1 sub-project)		
Progress: • The 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. • GAIA, including realignment of Abbotsinch Road and new vehicular bridge was opened to traffic in late spring 2022. Overall completion and takeover of the project works was certified on 14 October 2022. Expected milestones for 25/26: • Benefits realisation monitoring ongoing. • Defect completion is expected in August 2025.		
Sub-projects completed: 100%	Sub-projects under construction: 0%	Sub-projects pre-construction: 0%

SLC Cathkin Relief Road (1 sub-project)		
Progress: • The 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. • Cathkin Relief Road was opened to the public in 2017. There are still some minor complementary works required, which will be programmed on completion of the compensation claims. Expected milestones for 25/26: • Part 1 Claims (Property) and minor complementary works ongoing.		
Sub-projects completed: 100%	Sub-projects under construction: 0%	Sub-projects pre-construction: 0%

SLC Greenhills Road (1 sub-project)		
Progress: • The 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. • 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. Expected milestones for 25/26: • Benefits realisation monitoring ongoing.		
Sub-projects completed: 100%	Sub-projects under construction: 0%	Sub-projects pre-construction: 0%

SLC Stewartfield Way/East Kilbride Town Centre (2 sub-projects)		
Progress: • A change control approved at the August 2024 Cabinet split Stewartfield Way project into two sub-projects, adding East Kilbride Town Centre Regeneration (EKTC). The OBC for EKTC was approved in February 2025. • The Stewartfield Way sub-project seeks to improve transport network capacity at the eastern end of the route (Kingsgate) and the western end of Stewartfield Way (Philipshill). The Stewartfield Way OBC was approved by Cabinet on 5 November 2024. Stewartfield Way FBC approval is expected in June 2026. • The East Kilbride Town Centre sub-project seeks to support regeneration in East Kilbride with enabling works at the Centre West mall including site enabling, demolition, infrastructure and utility works. The development of a ‘Civic Hub’ Council facility (incorporating community facilities) will also be progressed. Expected milestones for 25/26: • East Kilbride Town Centre FBC approval expected in September 2025.		
Sub-projects completed: 0%	Sub-projects under construction: 0%	Sub-projects pre-construction: 100%

SLC Community Growth Area (CGAs) (19 sub-projects)		
The CGAs represent strategic housing land releases in South Lanarkshire that could accommodate up to 7,000 units. These projects aim to deliver new education/community facilities, road improvements, junctions, park and ride facilities and sustainable transport routes (walking and cycling).		
Newton CGA Progress: - Three of five sub-projects were completed in between 2017 and 2019 namely: Newton Park and Ride, Newton Farm Primary School and Westburn Roundabout. Expected milestones for 25/26: - Uddingston Grammar School FBC is provisionally expected to be approved in December 2025.		
Hamilton CGA Progress: - Three of five sub-projects were completed in 2019: FBC1: Woodhead Primary School Extension, FBC2: Highstonehall Road Upgrade Works and FBC3: Woodfoot Road Transport Corridor Improvements. - FBCs 4,5 and 6 were merged to become a single sub-project named Hamilton Road Junctions Improvement. The FBC for this sub-project was approved in August 2024. - Calderside Academy has been deferred and will be delivered post 2030 with non-City Deal Funding. Expected milestones for 25/26: - Hamilton Junction Improvements is expected to reach construction completion in November 2025.		
Larkhall CGA Progress: - Two sub-projects are complete: Glengowan Primary School Extension (June 2022) and M74/A72 Signalisation completed June 2024. - Merryton Roundabout FBC is provisionally expected to be approved in May 2026. - Community Facility (Larkhall Leisure Centre) FBC is provisionally expected to be approved in May 2026. - M74 Works is provisionally expected to be approved in September 2026. Expected milestones for 25/26: - Holy Cross High School Extension FBC is provisionally expected to be approved in December 2025.		
East Kilbride CGA Progress: - This CGA supports improvements to social and physical infrastructure to accommodate the increase in the number of residents (i.e. capacity in education and roads). - The new Jackton Primary School and Our Lady of Lourdes Primary school reached construction end in August 2023 and 2024 respectively. - Hairmyres Park and Ride FBC was approved by Delegated Authority on 4 September 2024 and construction started in October 2024. Expected milestones for 25/26: - Hairmyres Park and Ride FBC is expected to reach construction end in July 2025. - St Andrew’s and St Bride’s High School FBC approval date is December 2025.		
Sub-projects completed: 53%	Sub-projects under construction: 10%	Sub-projects pre-construction: 37%

WDC Exxon Site Development Project (1 subproject)		
Progress: - The 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; and 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). - The Construction delivery contract with Balfour Beatty was signed in early December 2024. Construction began on 27 January 2025. Expected milestones for 25/26: - The project is to be completed by October 2027 and the full scope of the project as per the FBC will be delivered.		
Sub-projects completed: 0%	Sub-projects under construction: 100%	Sub-projects pre-construction: 0%

Clyde Metro (1 sub-project)		
Progress: - Clyde Metro aims to provide opportunity for all through sustainable, transport-led, investment. 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. SPT were confirmed in November 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 (CFI) deliverables which will include a network of route options to improve connectivity to key sites across the Region, including Glasgow Airport. The Case for Investment (CFI) Stage 1 was concluded in March 2025. A strategic programme review completed by SPT concluded a revised timeline and programme capacity to deliver the CFI outputs by early 2027. Expected milestones for 25/26: - The outputs from Stage 1A will now be taken forward for development, assessment and appraisal as part of CFI Stage 2 with a view to identifying the optimum network for delivery as part of the Programme Business Case. Each Member Authority will be provided with a formal update to their relevant committees between June and September 2025.		
Sub-projects completed: 0%	Sub-projects under construction: 0%	Sub-projects pre-construction: 100%

Regional – Enabling Commercial Space (ECS)		
Progress: - Using funds reallocated from the Glasgow Airport Access project, in February 2025 a new Regional Project was added to the City Deal programme. The Strategic/Outline Programme Business Case for the ECS Project was approved February 2025. The project includes three main types of interventions: - Enabling activity – Investment in infrastructure or platforms that facilitate private sector development of commercial floorspace through follow-on investment; - Refurbishment of Existing Buildings – Enhancing the quality, energy efficiency, and lifespan of existing commercial premises; and - New Build Construction – Development of entirely new commercial or industrial premises. - MA’s contributed to the S/OBC with a longlist of potential projects identified across the Region. MA’s are shortlisting these using the newly established ‘self-assessment’ process. Expected milestones for 25/26: - MA’s will continue to submit self-assessments to the PMO in order to shortlist their projects. Once approved, identified projects will move to FBC stage.		
Sub-projects completed: 0%	Sub-projects under construction: 0%	Sub-projects pre-construction: 100%

CASE STUDY

Smart and Connected Social Places Programme



The Smart and Connected Social Places (SCSP) Programme is a flagship innovation initiative led by Glasgow City Region and funded by the UK Government through the Department for Science, Innovation and Technology (DSIT) as part of the 5G Innovation Regions (5GIR) programme. SCSP is using digital, data and advanced wireless technologies to address complex challenges across the social housing and health and social care sectors.

Following successful delivery of early trials in 2024/25, the programme has been awarded further funding to extend activity into 2025/26. The core focus of Phase 2 is the creation of two robust, scalable “Value Frameworks” that will enable local authorities and their partners to develop Green Book-compliant business cases to adopt and scale these innovations.

The two priority workstreams are:

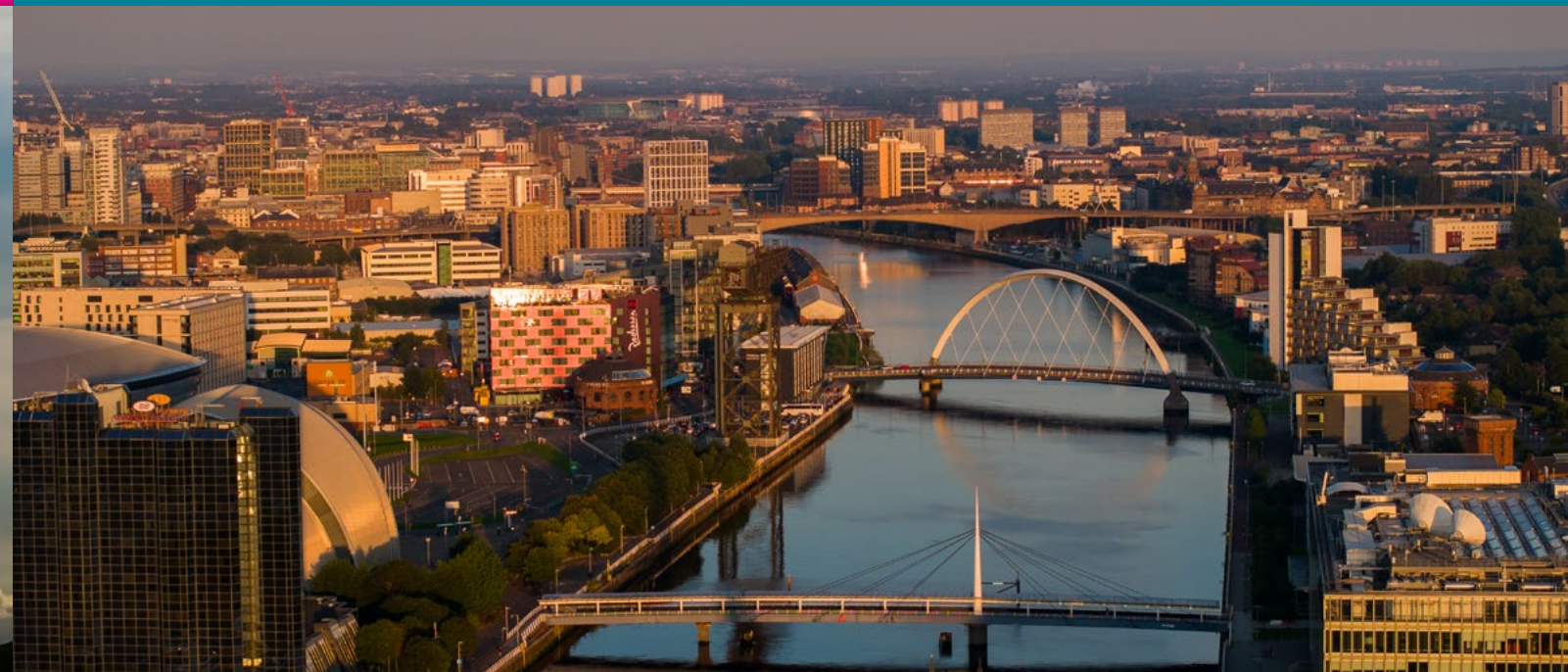
- **Smart Social Assets (SSA)** – SCSP is deploying sensors and smart meters in social housing to collect real-time data on factors like heat, humidity, CO₂, electricity, and water usage. This data informs efforts to reduce damp and mould, tackle fuel poverty, improve asset performance, and support the Region’s net zero objectives.
- **Connected Care and Wellbeing (CCW)** – By trialling smart speakers, wearable technologies and movement sensors in homes and supported living settings, the programme is exploring how digital tools can support independent living, remote health monitoring, and reduce social isolation. Work is ongoing to integrate these solutions with Alarm Receiving Centres and ensure digital inclusion through free connectivity.

Phase 2 includes live trials across multiple local authority areas and health and social care partnerships. These trials are designed to strengthen the evidence base for decision-making, and to ensure that the business cases reflect both financial viability and the lived experiences of service users and frontline teams.

By bringing together local authorities, health and housing leaders, corporate partners and SMEs, SCSP is fostering a sustainable, place-based approach to digital transformation. The programme aligns with wider Glasgow City Region ambitions around innovation, inclusive growth, and public service reform—and is helping to lay the groundwork for future investment in people, place and technology.

CASE STUDY

Glasgow City Region Place



In December 2024 a significant milestone was achieved with the integration of Clydeplan and Green Network staff into the Glasgow City Region (GCR) Place team. The team continues to grow its activities and capabilities, and aims to create ambitious strategies and deliver impactful outcomes for the whole Region.

Regional Spatial Strategy

GCR Place has been working with member authorities and others to develop the scope of a new long term strategic land use plan – the Regional Spatial Strategy (RSS). Together with the establishment of a Regional Spatial Planning Sub-committee, this continues a valuable tradition spanning eight decades of joint working to support positive change and prosperity across the Region. Preparation of the new RSS will commence once the scope has been agreed.

Clyde Mission

Clyde Mission has been described as the greatest development opportunity in western Europe and is a national development priority being led by GCR and Argyll and Bute Council. The River Clyde’s banks are home to over 100,000 people living in a diverse mix of urban and rural places, three Innovation Districts, and two World Heritage Sites. It plays a significant economic role, supporting 160,000 jobs across 6,600 businesses including Barclays, JP Morgan and Thales, as well as a resurgent maritime sector encompassing BAE Systems, Clydeport, Malin Group and HMNB Clyde. The corridor is a hub for the country’s creative and cultural sector including the SEC, the Citizen’s,

Tron and Denny Civic theatres, Beacon Arts Centre, SWG3, Riverside Museum, BBC and STV.

Our understanding of the corridor has been enhanced by the completion of a socio-economic baseline report and dashboard by the GCR Intelligence Hub, enabling dynamic interaction with the latest data. This will be immensely useful for the upcoming Strategic Masterplan exercise programmed to start in August. Significant progress has also been made developing the Clyde Mission Heat Decarbonisation Fund which is expected to launch in 2025 by investing the first £5 million of a £25 million scheme.

Support Activity

With member authorities busy creating new Local Development Plans, GCR Place staff have been providing support on a variety of strategically important topics such as housing, employment, land, nature networks, green belt and minerals. GCR Place has also contributed to a number of Regional initiatives including co-ordinating an Expression of Interest to the UK Government’s AI Growth Zones project, GCR Investment Zone, Clyde Climate Forest, Climate Ready Clyde and Clyde Metro.

CASE STUDY

GCR Green Network



The Region's Green Network team sits within the Place section of Glasgow City Region. The Glasgow City Region Green Network (GCRGN) is one of the City Region's key delivery programmes and will play a critical role in the City Region's response to the climate and ecological crises.

The vision for the Green Network is of a sustainable and liveable place where people and wildlife can move easily through an attractive and diverse landscape, realised through five initiatives: Clyde Peatlands, Clyde Grasslands, Clyde Climate Forest, Clyde Wetlands and Clyde Greenways. Their delivery will achieve our ambition of creating a high quality, multifunctional Green Network for the City Region that benefits nature, climate, people and the economy.

Our Delivery Initiatives

Clyde Peatlands

Peatland restoration is a nature-based solution to the climate and ecological crises.

Around a seventh of the Region is covered in peat, however, up to 80% of that is degraded and emitting carbon. This represents a huge opportunity for peatland restoration to support net zero targets and reverse ecological decline.

To date, Clyde Peatlands has restored around a thousand hectares of peatland in Inverclyde and Renfrewshire, with work planned across other authorities. Extensive restoration at Duchal Moor in Inverclyde helped the local authority secure a COSLA Excellence Award for improvements to the environment and for cutting carbon emissions.

Clyde Peatlands is funded and supported by NatureScot through the Peatland ACTION Fund.

Clyde Grasslands

Clyde Grasslands aims to protect, manage and expand species rich grassland habitats for wildlife, while locking up carbon.

With around 97% of grassland and meadows lost in the UK since the 1940's, Clyde Grasslands has a critical role to play in recreating these lost habitats, supporting the many threatened species that live in them.

The initiative has developed grassland Nature Networks as a framework for targeted delivery across the Region to address pollinator decline while reinstating a rich and vibrant habitat and creating places for people to experience nature.

Clyde Climate Forest

Despite their critical role in rural and urban landscapes, the UK has one of Europe's lowest proportions of tree cover. Clyde Climate Forest aims to address this by planting up to 18 million trees to; soak up increased rainfall, create cooling effects in heatwaves, lock up carbon, support Net Zero targets, expand nature networks, and provide a place for people to experience nature.

Working with community groups, schools and volunteers, the initiative has planted more than 17,000 urban trees in vulnerable neighbourhoods helping to mitigate the effects climate change, as well as enlisting the help of dozens of volunteer Tree Wardens to help look after newly planted trees.



Clyde Wetlands

Clyde Wetlands seeks to create, restore and protect wetland habitat across the Region.

Across the UK, 90% of wetland habitats have been lost in the last 100 years. Clyde Wetlands seeks to reverse this decline in a targeted way, building nature networks that allow wildlife to move more easily between habitat patches.

Wetland creation also provides benefits to people – from recreational opportunities to water purification and flood reduction. Wetlands are also a highly effective carbon sink and so have an important role in reaching net zero.

New and innovative wetland analysis commissioned by GCRGN is being used to develop nature networks which will target effective delivery, while also building catchment partnerships to combine expertise and oversee that delivery.



Clyde Greenways

Road transport accounts for around 40% of Regional carbon emissions while sections of our population face physical health and mental well-being challenges. Changing the way in which we travel, particularly for shorter trips, should play a major role in the drive for Net Zero, while encouraging healthier lifestyles.

Walking, cycling and wheeling need to be seen as an attractive and practical option. Clyde Greenways seeks to promote delivery of that attractive alternative.

The regional Active Travel Strategy produced by SPT, and local Active Travel Strategies produced by councils, have already embedded some key Greenway routes, however, there is scope for expansion. Clyde Greenways will support and influence new Active Travel Strategies, and their delivery, as well as seeking to ensure that major Regional initiatives such as Clyde Mission and Clyde Metro embed Greenways as a key delivery objective.

Summary

For nearly two decades the GCRGN team has been at the forefront of driving strategic planning and delivery of the Green Network for the benefit of nature, climate and people.

A high quality, multifunctional and well-managed Green Network is a key pillar in making Glasgow City Region resilient and adapted to the impacts of climate change; nature friendly, reversing ecological decline; and a healthy, happy place to live, work and visit.

Finance



The following provides a summary of the financial position for the period 1 April 2024 to 31 March 2025.

EXPECTED SPEND 2024/25 VERSUS BUSINESS CASE APPROVALS BY PROJECT/MEMBER AUTHORITY

The table on page 41 shows the Infrastructure project funding costs. The actual spend for 2024/25 was £56.5 million.

Funding approved through the Business Cases approval process represents a total cumulative amount of £652 million.

Actual spend for City Deal projects is summarised for each member authority.

Columns E and F summarise grant allocation.

Column E shows grant paid during 2024/25 and column F provides the cumulative grant paid to 31st March 2025.

The total £29.6 million grant paid was distributed to member authorities as per the grant allocation model.

A further £15.4 million was received from the Scottish Government and will be distributed in 2025/26.

Cumulative spend to the end of 2024/25 is £557.3 million against £385 million cumulative grant.



£29.6 million
total grant allocation was
distributed to member
authorities in 2024/25



£557.3 million
cumulatively was spent
to the end of 2024/25

CITY DEAL INFRASTRUCTURE FINANCIAL MONITORING ACTUAL SPEND vs BUSINESS CASE APPROVALS BY PROJECT AS AT 31 MARCH 2025

	A	B	C	D	E	F	G
Infrastructure Authority/Project	Estimated Project Funding £	Actual Spend 2024/25 £	CumulativeTo Date Actual Spend £	Funding Allowed through Business Case Stage Approvals £	Grant Paid in 2024/25 £	Cumulative Grant Paid to 31/3/24 £	Total Funding Permitted from Approved Business Cases £
EDC - Place and Growth	36,829,147	2,558,358	6,622,154	10,561,178			
Commercial Space	1,963,482	-	-	-			
Total East Dunbartonshire	38,792,629	2,558,358	6,622,154	10,561,178	3,723,000	699,993	11%
ERC M77 Strategic Corridor	43,923,776	7,446,508	22,742,680	32,479,130			
Commercial Space	5,759,548	-	-	-			
Total East Renfrewshire	49,683,324	7,446,508	22,742,680	32,479,130	438,000	13,096,991	58%
Glasgow Canal and North (Sighthill)	99,443,253	10,958,747	92,088,000	83,393,000			
Glasgow City Centre	123,423,000	7,060,000	31,014,000	54,541,000			
Glasgow Clyde and Waterfront	120,884,000	8,596,000	58,861,000	63,917,564			
Glasgow Collegelands	27,000,000	1,557,000	8,045,000	6,488,000			
Glasgow MGSDP	40,158,000	42,000	35,321,000	36,041,000			
Commercial Space	15,924,564	-	-	-			
Total Glasgow	426,832,817	28,213,747	225,329,000	244,380,564	4,337,000	161,117,487	72%
Inchgreen	9,727,000	-	9,727,000	9,727,000			
Inchgreen Pase 2	1,794,492	-	-	-			
Inverkip	4,150,000	502,000	570,000	4,150,000			
Ocean Terminal	10,438,000	-	10,236,000	10,438,000			
Commercial Space	11,127,510	-	-	-			
Total Inverclyde	37,237,002	502,000	20,533,000	24,315,000	936,000	10,867,350	53%
North Lanarkshire A8/M8	6,479,000	171,000	759,000	1,199,000			
North Lanarkshire Gartcosh/ Glenboig	6,223,000	-	6,223,000	6,223,204			
North Lanarkshire Pan Orbital Transport Corridor	171,048,602	5,786,000	49,012,000	67,401,826			
Commercial Space	11,287,602	-	-	-			
Total North Lanarkshire	195,038,204	5,957,000	55,994,000	74,824,030	9,353,000	33,737,254	60%
Renfrewshire CWRR	99,123,807	-	90,636,000	90,636,000			
Renfrewshire GAIAR	39,049,000	3,522,000	39,049,000	39,049,000			
Commercial Space	8,487,807	-	-	-			
Total Renfrewshire	146,660,614	3,522,000	129,685,000	129,685,000	6,067,000	67,289,460	52%
South Lanarkshire Cathkin Relief Road	16,000,168	413,715	15,660,224	16,028,000			
South Lanarkshire Council Community Growth Areas	59,468,094	2,145,979	32,240,540	36,727,000			
South Lanarkshire Greenhills	32,030,000	-	32,030,000	32,018,000			
South Lanarkshire Stewartfield Way	30,000,000	36,039	907,403	4,705,500			
East Kilbride Town Centre	43,275,919	213,404	213,404	3,220,000			
Commercial Space	11,075,919	-	-	-			
Total South Lanarkshire	191,850,100	2,809,137	81,051,571	92,698,500	2,041,000	62,234,944	77%
West Dunbartonshire -EXXON	29,722,842	4,586,863	11,365,863	27,897,000			
Commercial Space	1,825,842	-	-	-			
Total West Dunbartonshire	31,548,684	4,586,863	11,365,863	27,897,000	2,650,000	2,963,681	26%
Airport Link	2,933,550	-	2,933,550	2,933,550	-	2,933,550	100%
Clyde Metro	12,215,140	927,860	995,000	12,215,450	11,000	59,290	6%
New Regional Project(s)	-	-	-	-	-	-	
Inflation Fund Projects	-	-	-	-	-	-	
TOTAL INFRASTRUCTURE	1,132,792,064	56,523,473	557,251,818	651,989,402	29,556,000	355,000,000	64%

INFRASTRUCTURE PROJECT FUNDING AND EXPECTED SPEND VERSUS GRANT DRAWDOWNS

The table below shows the actual claims for 2024/25 of £39.9 million compared with the grant drawdowns received of £29.6 million in 2024/25.

CITY DEAL INFRASTRUCTURE FINANCIAL MONITORING PROJECT FUNDING AND ACTUAL SPEND vs GRANT DRAWDOWNS AS AT 31 MARCH 2025

Infrastructure Authority/Project	Estimated Project Funding £	Grant Paid in 2024/25 £	Cumulative Grant Paid to 31/3/25 £	Total Claim 2024/25 £	Cumulative Claim to Date £
EDC - Place and Growth	10,561,178			5,904,459	6,604,459
Commercial Space	-				
Total East Dunbartonshire	10,561,178	3,723,000	4,422,993	5,904,459	6,604,459
ERC M77 Strategic Corridor	32,479,130			7,761,226	23,411,743
Commercial Space	-				
Total East Renfrewshire	32,479,130	438,000	13,534,991	7,761,226	23,411,743
Glasgow Canal and North (Sighthill)	83,393,000			10,571,416	91,664,636
Glasgow City Centre	54,541,000			8,054,945	31,065,547
Glasgow Clyde and Waterfront	63,917,564			10,748,118	58,149,626
Glasgow Collegelands	6,488,000			1,553,294	8,041,094
Glasgow MGSDP	36,041,000			1,067,642	35,320,562
Commercial Space	-				
Total Glasgow	244,380,564	4,337,000	165,454,487	31,995,415	224,241,465
Inchgreen	9,727,000			0	8,365,220
Inchgreen Pase 2	-			0	0
Inverkip	4,150,000			506,289	570,355
Ocean Terminal	10,438,000			21,515	10,251,287
Commercial Space	-				
Total Inverclyde	24,315,000	936,000	11,803,350	527,804	19,186,862
North Lanarkshire A8/M8	1,199,000			172,319	758,467
North Lanarkshire Gartcosh/Glenboig	6,223,204			-871,248	5,351,956
North Lanarkshire Pan Orbital Transport Corridor	67,401,826			5,780,676	49,006,407
Commercial Space	-				
Total North Lanarkshire	74,824,030	9,353,000	43,090,254	5,081,747	55,116,830
Renfrewshire CWRR	90,636,000			-18,348,734	78,283,336
Renfrewshire GAIAR	39,049,000			-1,799,245	33,727,062
Commercial Space	-				
Total Renfrewshire	129,685,000	6,067,000	73,356,460	-20,147,979	112,010,398
South Lanarkshire Cathkin Relief Road	16,028,000			159,722	15,455,183
South Lanarkshire Council Community Growth Areas	36,727,000			818,848	30,804,073
South Lanarkshire Greenhills	32,018,000			1,267,525	32,030,000
South Lanarkshire Stewartfield Way	4,705,500			326,363	907,404
East Kilbride Town Centre	3,220,000				
Commercial Space	-				
Total South Lanarkshire	92,698,500	2,041,000	64,275,944	2,572,458	79,196,660
West Dunbartonshire -EXXON	27,897,000			5,307,863	11,365,863
Commercial Space	-				
Total West Dunbartonshire	27,897,000	2,650,000	5,613,681	5,307,863	11,365,863
Airport Link	2,933,550	-	2,933,550	0	2,933,550
Clyde Metro	12,215,450	11,000	70,290	893,352	952,492
New Regional Project(s)	-	-	-		
Inflation Fund Projects	-	-	-		
TOTAL INFRASTRUCTURE	651,989,402	29,556,000	384,556,000	39,896,345	535,020,322

PROGRAMME MANAGEMENT OFFICE (PMO) FINANCIAL PERFORMANCE

The PMO is fully funded through contributions from the eight member authorities, with the PMO budget set and recharged to member authorities annually.

Staffing costs are the main item of PMO expenditure. Salary costs and any administrative expenses incurred are reimbursed in full from the participating authorities.

The PMO had an approved budget of £2,114,754 for the financial year 2024/25.

The actual expenditure for the PMO office was £5,975,823, representing an over-spend of £3,861,069. This was funded by 2023/24 balances brought forward, additional grant income received for new projects and interest on grant income held. The table below provides a breakdown of the PMO budget.

GLASGOW CITY REGION: CITY DEAL PROGRAMME MANAGEMENT OFFICE BUDGET 2024/25 AS AT 31 MARCH 2025

	Actual costs to 31 March 2025 £	Revenue Budget 2024/25 £	Budget Variance under/(over) £
Salary Costs	2,673,399	1,913,352	-760,047
Supplies	679	4,000	3,321
Services	2,138,535	197,402	-1,941,133
Third Party Payments	1,163,210	0	-1,163,210
Total	5,975,823	2,114,754	-3,861,069

There is a £1,929,418 carry forward from previous years

Imaging Centre of Excellence (ICE)



The University of Glasgow’s state-of-the-art Imaging Centre of Excellence (ICE) stands as a flagship development within Glasgow City Region, showcasing how strategic investment in infrastructure can drive innovation, collaboration and clinical impact.

ICE was formally opened in 2017 and funded by £16 million from the City Deal matched with a further £16 million from other UK funders and charities.

There were two major pieces of strategic physical and medical infrastructure successfully delivered by this project.

At the heart of the development is the four-storey Imaging Centre of Excellence, a 4,713 sq metre space, which hosts:

- A suite of high specification office/lab space, part of the Clinical Innovation Zone for companies and strategic collaborations, now 100% occupied.
- High quality academic research, meeting and seminar space which has become the focus of Imaging research in Glasgow.
- The ground floor, dedicated to the flagship 7T MRI Siemens imaging system – the first of its kind within a clinical setting, and a founder member of the UK 7T MRI network.

In late 2021, usable space in ICE was expanded by some 1,600 sq. ft. and an additional floor was funded by the NHS to house four operating theatres, maximising additional clinical impact of the site.

ICE also supported a further modern 3T MRI scanner and a state-of-the art CANON CT scanner in adjacent buildings.

Delivery of these physical and medical infrastructures has consolidated Glasgow’s leadership position in the field of clinical imaging. These investments provided the physical setting, a concentration of expertise and technology foundation which delivered high-value high impacts, operational benefits, scientific outputs and leveraged major strategic grants. These spanned the triple helix of industry, NHS and academia as shown below.

Key ICE metrics 2017 - 2025	
ICE Imaging Systems	Cumulative
CT Research	3,878
3T MRI Research	4,420
7T Research	695
CT Clinical	2,442
3T MRI Clinical	1,219
All Scans	14,324
ICE Research Papers	842
In top 10% cited	27.3%
Research Income: Core ICE researchers	£29.13m
Major Strategic Grants: Supported by ICE	£82m
ICE Occupance	100%



ICE is a prime example of successful partnership between the University of Glasgow and NHS Greater Glasgow and Clyde, where the 7T MRI embedded within an acute hospital setting presents the opportunity for pioneering clinical imaging research that is not possible to conduct at most other sites around the world.

ICE growth and impact through strategic research grants.

ICE staff and infrastructure have been successful in major recent imaging-related strategic grants. This includes participation on the part of the £123 million Cancer Research UK (CRUK) Scotland Institute and the successful combined Glasgow and Edinburgh Universities Medical Research Council (MRC) bid which secured £14 million funding for one of the first two Total Body Positron Emission Tomography (PET) facilities in the UK. This is as part of the National PET Imaging Platform (NPIP), a network with the Medicine Discovery Catapult, MRC and UK Research and Innovation (UKRI). ICE core research staff were named applicants on this application as well as supporting partners for imaging workstream in the CRUK Scotland Institute.

These new projects are now in full delivery phase alongside other strategic imaging projects in the UKRI Strength in Places Fund programme in partnership with imaging majors CANON and Siemens and local company MR CoilTech. These programs are boosting the growth of a significant new life sciences cluster in Glasgow, anchored in the Queen Elizabeth University Hospital campus. Collectively these are also generating major ongoing and sustainable clinical, scientific, societal and economic impacts.

ICE core Key Performance Indicators (KPIs)

The Imaging Centre of Excellence is now in an advanced and stable phase of development.

As the update table shows, ICE continues to deliver on all its core KPIs. In 2024 we were able to generate a recurrent research income of £3.4 million (over and above strategic grants) from the core group ICE Principal Investigators. In addition, these core KPIs continue to sustain a steady output of substantial numbers of high impact papers with 18% of these papers in the top 10% cited in their field. That number of 18% is a lagging indicator and likely to increase towards the longer-term average of ICE at over 25% with time as citations accumulate.

These grants and publications reflect the continued heavy use of all 3 imaging systems, 3T and 7T MRI and CT scanner funded by City Deal and other funds. These systems are all being used for advanced research, supporting over 150 clinical trials as well as routine clinical practice in the Queen Elizabeth Hospital.

Finally, tenant numbers and occupancy continue to be maintained at 90-100%, with reasonable turnover of new companies, within the Clinical Innovation Zone space.

Future Sustainability

ICE continues to deliver on core strategic objective of consolidating Glasgow’s position as a recognised centre of excellence in both medical imaging and precision medicine, maintaining core research income, publishing high quality papers, supporting imaging in major clinical and routine clinical practice, and supporting over £80 million of strategic grants.

Monitoring and Evaluation



Gateway Review

The Gateway Review is a critical part of our City Deal contract with government. Its purpose is to evaluate the impact of our City Deal project interventions on local economic growth, and the process by which these interventions were agreed and implemented.

Following on from a successful first Gateway Review in May 2020, in June 2025 the UK and Scottish Governments confirmed that Glasgow City Region had successfully passed the second Gateway Review, unlocking the next £300 million tranche of funding over five years.

As part of this, both governments noted the Region’s strong governance, programme management, outputs and agility in response to changing economic circumstances.

The Ministry of Housing, Communities and Local Government provided a revised National Evaluation Framework in February 2023 which set out the requirements and the timescales for the Gateway Two process. The evaluation covered progress over the five-year period since the last Gateway Review.

Four key components were evaluated; the process by which projects are developed, approved and managed; the impact in terms of the project-level evaluations for all projects which were completed; capacity and partnership working; and economic forecasting.

The City Deal team with the Intelligence Hub worked closely with member councils of the projects that were evaluated.

Project Output and Outcome Quarterly Monitoring

The quarterly project monitoring report collated by the PMO provides a summary of the direct outputs from City Deal Infrastructure projects and the follow-on outcomes delivered by the private sector. The project outputs and outcomes delivered each quarter and the cumulative benefits delivered to date are reported to the Chief Executives’ Group and Cabinet and shared with the UK and Scottish Governments. The tables on pages 47 (outputs) and 48 (outcomes) demonstrate delivery until the end of March 2025.

Outputs Reporting

Outputs	Estimated Project Benefits Delivered by Programme End (2035)	Cumulative Benefit Delivered to Date (Q4 24/25)
Assembly and Leisure (Class 11) [sqm]	1,843.00	1,655.00
Blue Green Infrastructure [sqm]	306,083.30	151,498.00
Bridges (Pedestrian/Cycle) and Underpasses (Enhanced) [no.]	4	4
Bridges (Pedestrian/Cycle) and Underpasses (New) [no.]	6	3
Bridges (Road/Rail) and Underpasses (Enhanced) [no.]	1	0
Bridges (Road/Rail) and Underpasses (New) [no.]	15	3
Bus Lanes (Enhanced) [km]	0.00	0.00
Bus Lanes (New) [km]	0.08	0.08
Cycle Routes (segregated) (Enhanced) [km]	2.53	1.25
Cycle Routes (segregated) (New) [km]	50.35	20.85
Cycle Routes (shared) (Enhanced) [km]	1.99	0.04
Cycle Routes (shared) (New) [km]	21.66	1.38
Development Platform (Gross External Area) [sqm]	15,700.00	0.00
Dredging [cbm]	127,000	127,000
Financial, Professional and Other Services (Class 2) [sqm]	1,860.00	1,860.00
General Industrial (Class 5) [sqm]	843.00	843.00
Junctions / Crossings (Enhanced) [no.]	134	36
Junctions / Crossings (New) [no.]	31	10
Lighting (Enhanced) [no.]	131	86
Lighting (New) [no.]	282	64
Non-residential Institutions [Class 10] [sqm]	10,988.00	10,988.00
Parking spaces (Enhanced) [no.]	6	0
Parking spaces (New) [no.]	853	167
Parking Spaces for Bikes [no.]	64	0
Parking spaces for Electric Vehicles' (Evs) Charging [no.]	108	0
Pedestrian Routes (Enhanced) [km]	15.58	2.22
Pedestrian Routes (New) [km]	48.46	18.61
Public Realm (Enhanced) [Ha]	21.32	11.23
Public Realm (New) [Ha]	25.75	14.77
Quay/Dock/Pontoon (Enhanced) [m]	650.00	650.00
Quay/Dock/Pontoon (New) [m]	200.00	200.00
Rail Stations (New) [no.]	1	0
Road (Enhanced) [Km]	38.38	11.21
Road (New) [Km]	34.96	9.87
Visitor centres (New) (FS_13) [no.]	2	1

Outcomes Reporting

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



Community Benefits



Securing contractual community benefits through the delivery of our City Deal infrastructure investment is a key priority.

A range of key benefits secured for businesses by the end of **December 2024** are shown below.

CONTRACTS

- A total value of **£478 million** in Tier 1 contracts awarded;
- **£85.6 million** (30%) of this total value was awarded to Small and Medium Sized Enterprises (SMEs), across 147 contracts;
- A combined contract value of over **£159 million** has been awarded to Glasgow City Region based businesses; and
- Contracts to the value of **£54.5 million** were awarded to SMEs based in Glasgow City Region.

COMMUNITY BENEFITS

Through the awarding of these City Deal contracts, at the end of December 2024, a total of **2,106** community benefit opportunities were secured. These include:

- 367 jobs and apprenticeships;
- 946 skills and training opportunities;
- 112 actions to support local businesses;
- 222 additional vocational training opportunities; and
- £177,000 of financial support for community projects.

Further details on community benefits are shown in the table on page 52.

CASE STUDY

Community Benefits Hub



Glasgow City Region's new Community Benefits Hub, the first UK wish list system to be delivered on a regional scale, is delivering real, tangible benefits for local communities across the Region.

Launched in September 2024, the Hub represents a significant collaborative effort by the Region and its member councils. The website was co-designed with the Region's councils, suppliers and community groups through a series of meetings, workshops and testing sessions, with a focus on both design and functionality to create a dedicated, user-friendly website.

To date, over 170 Community Groups are live on the Hub, submitting more than 160 Requests for support – from essential equipment and funding requests to skills support and volunteer labour. More than 40 of these Requests have already been delivered or are in progress, and feedback on the Hub has been overwhelmingly positive.

One example is the support provided to Jhankar Beats, a youth club in Mansewood, which received funding for activity items. A representative from the group said:

“The delivery of this Request has had a significant positive impact on our youth Club. It enables us to enhance our programs, provide better support to our young participants, and strengthen our community engagement efforts.”

“The resources have allowed us to reach more pupils, improve our services, and create a more inclusive and supportive environment. We are grateful for this contribution, as it has empowered us to continue making a meaningful difference in our community.”

Another benefit delivered through the Hub involved providing the local Champions Board / Lived Experience Group in Barrhead with kitchen items to improve local facilities used by families, young people, parenting groups, housing support groups and other local groups. A representative from the group said:

“The items have had such a positive impact on the group. It has made the space feel better and more homely for families. Thank you so much.”

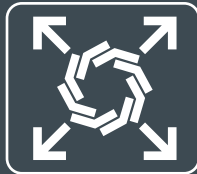
Building on its success to date, the Hub is now moving towards a phase two launch which will allow anchor organisations across the Region to join and invite their suppliers to register and deliver Requests.

The University of Strathclyde is set to be the first to participate, with the use of the Hub anticipated initially for two major contracts.



PROGRAMME TIER 1 CONTRACT AWARDS	OUTCOME ACTIVITY UP TO END DEC 2024	
All Contract Awards	£478.1 million (across 496 contracts)	
Contracts Awarded to a GCR Based Company	£158.9 million (33% of the total value of contracts)	
Contracts Awarded to SMEs	£85.6 million (18%)	
Contracts Awarded to GCR Based SMEs	£54.5 million (11%)	
COMMUNITY BENEFIT OUTCOMES	SECURED	DELIVERED TO DATE
Targeted Recruitment and Employment	367	268
Targeted Skills & Training	946	631
Qualifications	222	193
Community Engagement (Non Financial)	458	169
Supply Chain Development	112	78
Fair Work First	1	1
Financial Support	£177,000	£157,000

Outlook for the year ahead



Last year, I spoke of transformation. This year, I speak of momentum.

Glasgow City Region continues to build on the foundations laid by our City Deal and extended through our Regional Economic Strategy. The past 12 months have seen that momentum accelerate – from the formal confirmation of our £160 million Investment Zone in the UK Government’s June Spending Review, to the announcement of our new strategic partnership with the National Wealth Fund to support us to secure and unlock investment in sectors such as technology, manufacturing and green energy.

These are not isolated wins. They are the result of a decade of strategic investment decisions, a strong partnership and consistent delivery. Our Innovation Accelerator projects are now well underway. The recent launch of Chemify’s Chemifarm, a world-first modular chemical manufacturing facility right here in the Region is evidence of cutting-edge innovation in practice, driving investment and bringing with it new jobs and opportunity. Our 5G Innovation Region programme has expanded, and our Intelligence Hub continues to provide the data and insight that underpin our decisions and shape our future.

We’ve also seen the Region take on new leadership roles – from the Clyde Mission masterplan to the launch of a plan last year to tackle low pay with our ambition to make Glasgow City Region a Living Wage Place – the first city region in Scotland to do so. These initiatives reflect our commitment to inclusive growth and to unlocking the full potential of our places and people.

In last year’s outlook, I made the case for further

powers and long-term funding to match our ambition and track record. Of course, despite our successes, it should not be forgotten that we are still home to some of the most deprived communities in the country. We need to be able to make the right decisions locally to tackle long-standing local issues.

A year on, while we remain in the same position – without the tools that other major UK city regions have been granted – we are confident that this imbalance will be addressed.

Glasgow City Region is one of the largest and most economically significant regions in the UK. When we succeed, the benefits ripple far beyond our boundaries – strengthening the Scottish and UK economies alike. The case for investment here is not just compelling, it is essential.

Our partnership is strong. Our track record of delivery speaks for itself. And our ambition is matched only by the opportunity that lies ahead.

In the year to come, we will continue to engage with Government colleagues about the necessary powers and investment needed to deliver for our communities. We will progress with our ambitious Investment Zone programme and further shape the six streams under the Region’s Innovation Action Plan, including work to better understand the businesses within our innovation economy and to support them to thrive.

And we will continue to ensure that every part of Glasgow City Region shares in our success.



Kevin Rush
Director of Regional
Economic Growth

Glasgow City Region: Economy at a Glance



£60 billion

total GVA – the fourth largest UK City Region outside of London



71.3%

in employment.
Over 850,000 individuals
in employment



2.9%

unemployment rate,
joint lowest among UK
Core City Regions



+515,000

additional fibre broadband
connections since 2020



53.9%

proportion of working-age population
educated to HNC/degree level, the
best rate among UK Core City Regions



1.85 million

total population –
33.9% of Scotland