

# Investment Zones 25/26 End-Year Delivery Reporting (Scotland)

This form is for Scottish Investment Zone (IZ) accountable bodies to report 25/26 end-year delivery to the Devolved Administration and the Ministry of Housing, Communities and Local Government (MHCLG).

The information collected will be used to monitor that strategic mobilization of Investment Zones is progressing as planned, that funding is being used in line with co-developed proposals/Annual Delivery Plans (ADPs), and to inform performance management of spend and outputs.

This form should be submitted to the Devolved Administration and MHCLG **by close of play on 30 April 2026**. Any extension requests should be agreed with the Devolved Administration.

Complete each section as fully as possible using the guidance prompts at the start of each section, ensuring there are no blank sections. If you have any queries which are not answered within the guidance, contact [Laura.Dougan2@gov.scot](mailto:Laura.Dougan2@gov.scot) and [Angela.Walmsley@communities.gov.uk](mailto:Angela.Walmsley@communities.gov.uk).

List of sections in the form:

- 1 - Overall strategic approach
- 2 - Policy questions
- 3 - Project and activity delivery
- 4 - Financial delivery
- 5 - Private sector investment
- 6 - Tax sites and Non-domestic Rates Retention (NDR)
- 7 - Planning and development sites
- 8 - Outputs delivery
- 9 - Jobs created
- 10 - Subsidy control

Helpful links to published guidance can be found below:

[Investment Zones in Scotland: Technical document - GOV.UK](#)

[Scottish Investment Zones Subsidy Scheme: grant measure guidance - GOV.UK](#)

## Section 1 – Overall strategic approach

Provide a narrative update in each of the sub-sections below on progress with implementing the strategic activities set out in Section 1 of your ADP, commenting on:

- how successfully you have implemented your plans
- the impact on delivery where activities have not gone as expected
- any changes, revised plans & timescales

### 1.1 Overall approach to delivery in Year 1

*Updates on business case development/pipeline development/delivery of specific projects are covered in section 3 below.*

#### **Update on Glasgow City Region Investment Zone (GCR IZ) Overall approach to delivery in Year 1**

Development of the GCR IZ Programme continues to follow a structured sequence of activities designed to ensure robust governance and timely approvals, as we move into the delivery phase.

#### **GCR IZ has successfully moved through the Government Gateway and Year 1 Governance Process**

- Formal Approval of the 5 stage Gateway Process was received from both governments in December 2025
- The Year 1 Annual Delivery Plan and Change Control was Approved in March 2026
- Memorandum of Understanding between Ministry of Housing, Communities and Local Government, the Scottish Government and Glasgow City Council as the Accountable Body was signed February 2026
- Memorandum of Understanding between The Scottish Government and Glasgow City Council as the Accountable Body for additional £4million funding specifically in relation to the delivery of the Skills Programme for the region signed March 2026
- Year 1 Grant Pass Down transferred from SG to GCC as Accountable Body, on 25<sup>th</sup> February 2026 (General Revenue Grant), on 13<sup>th</sup> March (General Capital Grant) and additional Funding for Skills interventions on 25<sup>th</sup> March 2026 (General Revenue Grant) marking the transition to delivery.
- Tax Site and NDRR Sites are LIVE from 26<sup>th</sup> February 2026.

#### **Business Cases**

- The Strategic Outline Programme Business Case (SOPBC) was approved by GCR Cabinet in November 2025.
- Project Business Case development, appraisal and approval is ongoing, more detail is provided in Section 3.

#### **GCR IZ Programme Governance and Assurance**

- The Programme Assurance Framework was approved by the GCR Cabinet in November 2025, with an annual review scheduled for Quarter 3 2026.
- The Assurance Framework has been supplemented by a Grant Pass-Down Agreement with projects, incorporating key provisions from the finalised Memorandum of Understanding (MoU) between the Ministry, the Scottish Government, and the Accountable Body.

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- The 10-year Grant Pass-Down Agreement and the Year 1 Grant Offer Letter were issued to projects on 2 April 2026. These remain subject to formal sign-off by GCC, in its role as Accountable Body, and by each individual project.
- The claims process is set out in the Grant Pass-Down Agreement. Due to the timing of the signing of the MoU, approved funding for Year 1 will now be transferred to the projects in Quarter 1 2026/27 (Year 2 GCR IZ) following execution of both the Grant Pass-Down Agreement and the Grant Offer Letter.

**GCR IZ Governance Structures**

It was previously advised that the GCR IZ governance structures would be established between February and July 2026. This timeline has now been revised to May-September 2026, reflecting the prioritisation of the development and finalisation of individual project business cases and Grant pass-down agreements.

The proposed governance arrangements will include:

- Programme Board
- Lead Officers' Group
- NDRR Steering Group
- Programme Liaison Group
- GCR IZ Investment Partnership\*

**\* GCR IZ Investment Partnership**

Following the GCR IZ Investment Promotion Workshop held in February 2026, it is now considered unlikely that a standalone GCR IZ Investment Partnership will be established. Instead, the current proposal is to build on existing GCR-wide investment promotion activity covering all workstreams. Under this approach, the Investment Zone will feed into the established structure rather than maintaining a separate, dedicated governance group.

**Marketing and Engagement**

Following the formal announcement of the Investment Zone, a range of communications and marketing activities has been undertaken.

- A GCR Investment Zone Communications Group was established, with representation from the six projects, the Tax Site, and Scottish Enterprise.
- A dedicated section on the Investment Zone setting out its scope, purpose, and projects was created on the GCR website.
- The GCR PMO developed an Investment Zone Communications Protocol to provide guidance to stakeholders on language, messaging, and branding, ensuring a consistent and coordinated approach. This was shared with government colleagues and subsequently issued to the Communications Group.
- Marketing activity commenced in November 2025, including participation in the State of the City Economy Conference (SOCE) and the production of programme-level and project-specific promotional videos.
- In February 2026, the GCR PMO hosted an Investment Zone Investment Promotion Workshop, attended by over 50 stakeholders from across the public sector, academia, and industry. A key

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outcome of this workshop was to inform the development of the Communications and Marketing Strategy, which will be progressed in May 2026.

- Media releases, supported by a programme of social media activity, were issued to coincide with the formal announcement, the call for projects, and the Tax Site going live in February 2026.
- Workshop participants agreed on the importance of establishing a shared narrative across all stakeholders. It was recognised that the region's strengths are currently being undersold at both national and international levels, and that a single, coherent narrative would provide a more compelling proposition for investors. The GCR Investment Zone will form part of the region's proposition at UKREiiF – The UK's Real Estate Investment and Infrastructure Forum, to be held in Leeds in May 2026.

**Reporting and Monitoring**

Formal reporting occurs every six months, starting with End of Year 1 reporting in April 2026, followed by subsequent six-monthly cycles. Robust data reporting will be essential to ensure transparency, accountability for public funds, and to monitor progress against agreed policy objectives.

**Programme Delivery**

Delivery of projects begins in 2026 as business cases are approved. A 10-year indicative programme timeline for projects was submitted as part of the Gateway 4 Outputs/Outcomes submission. This will be refined as individual project business cases are brought forward, and delivery timeline is finalised. Projects will move into delivery following approval of their full business case (FBC). Development of the regional activities to include the Business Support and Skills Development and Investment Fund Development are scheduled for July-September 2026, while full delivery phases are scheduled to occur later in the programme.

**GCR IZ Year 1 Strategic Activities Across all Interventions:**

Due to the timing of the signing of the MoU, the Grant Pass-Down Agreement between GCC and IZ projects was not issued until 2 April 2026. As formal sign-off by both GCC and the individual projects has yet to be completed, no grant funding has been disbursed by GCC to date. Consequently, the only expenditure incurred by the IZ Accountable Body thus far relates to Capacity Funding.

It is anticipated that the Grant Pass-Down Agreement and the Year 1 Grant Offer Letter to the projects will be signed in Quarter 1 of 2026/27 (GCR IZ Year 2), with claims for approved funding received during Quarter 1 and payments subsequently made to projects.

For the Year 1 ADP, it was advised that planned expenditure in 2025/26 comprised £505,822 for Capacity Funding and £1,379,747 to support projects in achieving Business Case development and approval, with a total of £7,487,872 expected to be carried forward into the 2026/27 financial year. However, due to delay in issuing and executing the Grant Pass-Down Agreement, the only year 1 spend for the programme at this stage is £214,848 and the remaining GCR IZ 2025/26 grant will now be carried forward into the 2026/27 financial year.

## Specific delivery themes

### 1.2 Governance

#### **GCR Investment Zone (GCR IZ) Programme Governance**

Management of the GCR IZ Programme will be delivered through existing GCR governance structures, as set out at Gateways 3 and 5, complemented by dedicated IZ-specific governance groups as outlined below.

To support the delivery and effective oversight of the Investment Zone, it was advised at ADP Year 1 that a number of dedicated governance groups would be established.

The governance model presented at Gateway 3 will continue to evolve as the GCR IZ Programme moves from development into delivery. To support this transition, the GCR PMO recruited a Programme Management Officer in February 2026, who will work alongside the Programme Manager to support the establishment of governance arrangements and programme delivery.

#### **Governance Timeline**

It was originally advised that the GCR IZ governance structures would be established between February and July 2026. This timetable has now been revised to May–September 2026 to reflect the prioritisation of supporting project teams in the development and finalisation of individual project Business Cases as the programme transitions from development to delivery. Indicative membership and timelines for the various governance groups were presented at Gateways 3 and 5. It is anticipated that meetings will be held on a bi-monthly or quarterly basis, with final schedules confirmed as each group is established. Terms of Reference will be developed for each group, ensuring clarity on remit, membership, meeting frequency and duration, and alignment with existing GCR governance structures.

#### **Proposed Governance Arrangements**

The proposed governance arrangements for the GCR IZ Programme include:

- GCR IZ Programme Board
- Project Lead Officers' Group
- NDRR Steering Group
- Programme Liaison Group (PLG)
- GCR IZ Investment Partnership\*

#### **GCR IZ Programme Board**

The GCR IZ Programme Board will be established to provide overall strategic direction, oversight, and governance for the GCR IZ Programme, ensuring delivery of intended outcomes and benefits.

#### **Project Lead Officers' Group**

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As the programme moves into delivery, a GCR IZ Project Lead Officers' Group will be established. This group will feed directly into the GCR PMO and, where required, through existing GCR governance routes including the Finance Strategy Group, Chief Executives' Group (CEG), and Cabinet.

**NDRR Steering Group**

A dedicated steering group will be established to oversee the management of NDRR locations within the GCR IZ. A joint session with the Scottish Government and senior finance representatives from the four member authorities took place in March 2026 to discuss governance arrangements. Formal guidance has since been issued, and baseline reporting is scheduled for June 2026. Follow-up meetings between GCR and the four member authorities are currently taking place in advance of formally establishing the steering group.

**\* GCR IZ Investment Partnership**

We previously advised that one of the initial delivery actions would be the establishment of a region-wide partnership to promote the Investment Zone - the GCR IZ Investment Partnership. This partnership was intended to consider individual investment opportunities alongside a programme-level approach, with a particular focus on catalysing collaboration between partners to promote the Advanced Manufacturing sector. In line with the wider Investment Zone programme and the Tax Site approach, the GCR IZ Investment Partnership was also expected to drive activity across the NDRR locations. As an initial step, and in advance of establishing the Investment Partnership, the GCR PMO hosted a GCR IZ Investment Promotion Workshop in February 2026, bringing together key public sector, academic and industry stakeholders. The session was well attended and provided valuable insights. As a result of the discussions held at the workshop, it is now considered unlikely that a standalone GCR IZ Investment Partnership will be established. Instead, the current proposal is to build on existing GCR-wide investment promotion activity covering all workstreams. Under this approach, the Investment Zone will feed into an established GCR-wide Investment Partnership rather than operating under a separate governance arrangement.

**Tax Site Oversight Group**

At ADP Year 1, it was advised that, following approval of the Tax Site, a dedicated oversight group would be established before the end of 2025/26. The group will operate under a defined governance framework and include representation from Renfrewshire Council, Glasgow Airport, GCR and other key stakeholders, including Renfrewshire Council's joint venture partner, Buccleuch. The oversight group will report into the GCR IZ Project Lead Officers' Group and will be responsible for overseeing implementation, monitoring progress, and ensuring alignment with the Tax Site objectives. As with other IZ projects, the Tax Site is progressing through the Business Case process, with the Full Business Case expected to be presented to CEG in May 2026. This will enable the project to move into delivery and allow for the establishment of the dedicated oversight group.

**1.3 Delivery teams**

The design and delivery of the Glasgow City Region Investment Zone (GCR IZ) programme is embedded within the established Glasgow City Region Programme Management Office (GCR PMO), which brings together a diverse and experienced team to deliver the Investment Zone programme.

Leadership of the GCR IZ programme is provided by the GCR Head of Economic Delivery with support from the GCR Head of Place, together with the technical expertise from the Regional Intelligence Hub.

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The Head of the GCR PMO oversees governance and the wider business case development process, ensuring alignment with programme standards and expectations.

The Director of Regional Economic Growth acts as the Senior Responsible Officer (SRO) for the GCR IZ, providing strategic oversight and accountability.

Day-to-day programme management is led by a dedicated GCR IZ Programme Manager, funded through Investment Zone capacity funding. As noted, the GCR PMO recruited a Programme Management Officer in February 2026 who will work alongside the Programme Manager to establish governance structures and assist with programme delivery.

The GCR PMO is also recruiting a Senior Manager to lead on Skills. This role will support the development and delivery of the £5m flexible fund dedicated to the regional skills programme, as set out in Gateway 4, alongside an additional £4m from the Scottish Government to develop skills interventions for the Investment Zone. The recruitment process commenced in January 2026. The role will also lead the ongoing development of the Maritime and Engineering skills programme, as well as early-stage work on skills interventions for the Local Innovation Partnership Fund (LIPF). The Group Manager for Skills is expected to be in post by 11 May 2026.

In addition to the GCR PMO, Scottish Enterprise (SE) has played a pivotal role throughout the programme, with sustained engagement through the Regional Partnership. Weekly governance meetings between GCR and SE have supported strong integration of SE expertise, drawing on senior leadership from the Head of Regional Opportunities, the Team Leader for Regional Opportunities (West), and the Project Manager from the Regional Opportunities Team. In parallel, SE sector specialists across the Space, Semiconductors, and Maritime industries have provided valuable guidance to projects during the government Gateway process. This collaborative approach has been instrumental in shaping both the design and delivery of the Investment Zone. SE has also assigned dedicated Senior Responsible Officers and Project Managers to each project, supporting the development of robust Business Cases, ensuring value for public funding, and helping to facilitate match funding.

## 1.4 Procurement

The procurement approach for the GCR IZ programme has been carefully considered. Each approved project will receive grant funding and will be responsible for procuring goods and services directly, in accordance with their own organisational procedures. Individual Project FBCs must set out their procurement approach and provide full project costs following completion of the procurement process.

Compliance with Fair Work First principles has been encouraged for grant recipients. While they may apply their own organisational approaches to procurement, progressive procurement has been encouraged with consideration of areas such as local spend, local employment, fair work and payment of the real Living Wage.

In addition, the University of Glasgow is a member of the regional Anchor Network, working collaboratively to recognise their power as an anchor organisation and their impact on the local and regional economy.

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The regional Community Benefits Hub will be promoted to grant recipients as a vehicle to connect community 'wishes' to the provision of community benefits. The Hub is open to new membership and all recipients of grant funding will be encouraged to consider joining the scheme.

**1.5 Strategy for landing investment**

The aim of the GCR IZ is to catalyse collaboration across programme partners to position the Glasgow City Region as a leading hub for Advanced Manufacturing.

As mentioned at 1.2 above - GCR previously advised that one of the initial delivery actions would be the establishment of the GCR IZ Investment Partnership. This partnership was intended to consider individual investment opportunities alongside a programme-level approach, with a particular focus on catalysing collaboration between partners to promote the Advanced Manufacturing sector. In line with the wider Investment Zone programme and the Tax Site approach, the GCR IZ Investment Partnership was also expected to drive activity across the NDRR locations.

As an initial step, and in advance of establishing the Investment Partnership, the GCR PMO hosted a GCR IZ Investment Promotion Workshop in February 2026, bringing together over 50 key public sector, academic and industry stakeholders. The session was well attended and provided valuable insights. As a result of the discussions held at the workshop, it is now considered unlikely that a standalone GCR IZ Investment Partnership will be established. Instead, the current proposal is to build on existing GCR-wide investment promotion activity covering all workstreams.

Under this approach, the Investment Zone will feed into an established GCR-wide Investment Partnership rather than operating under a separate governance arrangement. Invest Glasgow will take the Investment Zone as a regional opportunity in their pitchbook to UKREIFF.

Marketing activities commenced in November 2025, including participation in the State of the City Economy Conference (SOCE) and the production of both programme-level and project-specific promotional videos. A key output from the Investment Promotion Workshop, hosted in February 2026, will be to inform the Communications and Marketing Strategy, with this work progressing from May 2026. Tax Site communications were issued in March 2026, following the site going live in February 2026. Workshop participants agreed on the importance of establishing a shared narrative across all stakeholders. It was recognised that the region's strengths are currently being undersold at both national and international levels, and that a single, coherent narrative would provide a more compelling proposition for investors. The GCR Investment Zone will form part of the region's proposition at UKREiF – The UK's Real Estate Investment and Infrastructure Forum, to be held in Leeds in May 2026.

The AMIDS tax site and its potential benefits will be promoted through various channels, including the dedicated AMIDS and Glasgow Airport websites ([www.amids.co.uk](http://www.amids.co.uk), [www.glasgowairport.com/about-us/do-business-with-us](http://www.glasgowairport.com/about-us/do-business-with-us)), to direct interested parties to the appropriate contacts.

In alignment with the Scottish Government's wider investment promotion strategy, including the launch of the new Invest Scotland portal in late November, we will proactively engage with potential occupiers to promote the benefits of locating within the tax site. This includes targeted outreach to sectors aligned with the site's strategic priorities and Scotland's national strengths. The portal will

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serve as a gateway for global investors, showcasing investment-ready opportunities across the country and supporting a more coordinated national offer.

Furthermore, there will be specific and regular engagement with the universities, UK Research & Innovation and Scottish Enterprise due to their relevant advanced manufacturing focused contacts and reach within the sector.

Some engagement is already underway, with the Airport and Council in close discussion with major operators such as BAM G and Zero Avia. This reflects the Scottish Government’s “Team Scotland” approach, which seeks to build on existing work across agencies and local government while enhancing coordination at the national level—an approach strongly recommended by investors.

At AMIDS, an investment strategy will be developed to attract high-value businesses and support job creation, with assistance from Scottish Enterprise and other relevant stakeholders. This work complements national efforts to create the right conditions for private investment to thrive, as outlined in the Programme for Government, and contributes to Scotland’s positioning as a leading destination for global investment.

Promotion of the Tax Site will be supported by, and will contribute to, the region-wide Investment Partnership, including direct company investment, the Tax Site, and the NDRR locations.

As with other Investment Zone projects, the Tax Site is progressing through the Business Case process, with the Full Business Case expected to be presented to CEG in May 2026. This will enable the project to move into delivery and support active promotion.

**1.6 Planning offer**

**Use section 7 below for this update**

**1.7 Commitments from research institutions**

Research partners, particularly the University of Glasgow (UofG) and the University of Strathclyde will continue to play a critical role in the success of the Glasgow City Region Investment Zone (GCR IZ) programme. Their contribution will be central to delivering key interventions and achieving the programme’s broader objectives. Both universities bring world-class research excellence, sector-leading infrastructure, and strong, long-standing partnerships with industry and local communities.

They are actively involved in delivering several GCR IZ projects:

- University of Glasgow leads on *Laser Supply Chain & Advanced Packaging*, and *Neuranics*.
- University of Strathclyde leads on *NCASP and Project Prism* and involved in *Malin Project*

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As we move into delivery, both institutions will participate in the GCR IZ Lead Officer Group, Programme Board, and GCR-wide Investment Partnership, continuing to support the design and delivery of the Investment Zone.

The planned programme for AMPE skills development and supply chain business support will also be co-designed in partnership with research partners including the six regional colleges.

The recently formed GEL Innovation Group will have an integral part to play in the overall governance of the GCR Investment Zone. The Group is Chaired by John Howie MBE, CEO, Marine & Technology, Babcock Marine. *In addition, other key innovation experts will join the Group, as it is critical that its membership draws from the city region's key innovation partners, especially GCR's two research-intensive universities, Strathclyde and Glasgow, who are the anchors for GCR's three Innovation Districts (GCID, AMIDS and GRID).*

### 1.8 Monitoring and reporting systems

GCR IZ will provide six-monthly progress reports to both governments, starting with End of Year 1 reporting in April 2026, followed by subsequent six-monthly cycles as outlined in the Memorandum of Understanding. Robust data reporting will be essential to ensure transparency, accountability for public funds, and to monitor progress against agreed policy objectives. GCR IZ progress reports will be considered by the GCR Regional Economic Partnership (REP) in advance of approval by the GR cabinet, prior to submission to UK and Scottish Governments.

At present, the programme monitoring template is still under development. Delivery reporting from 26/27 onwards will use the Deliver-Access on-line portal, starting with mid-year reporting due by the end of October. Onboarding onto this system once its set up will be provided for IZ reporting over the summer.

In addition, all GCR IZ projects will be required to submit quarterly finance reports in line with the requirements set out in the Grant Pass-Down agreement due quarterly in arrears. The recruitment of the Programme Management Officer with extensive experience of UKG reporting and monitoring systems will support the monitoring and reporting for the Investment Zone Programme.

GCR will capture project progress through the Lead Officers' Group and will follow up directly at individual project meetings to track activity and resolve any issues. These arrangements will ensure that GCR is able to provide government colleagues with a concise monthly overview of programme and project activities, milestones, issues and progress.

### 1.9 Landing match funding

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Throughout the Gateway development process, GCR has committed that each individual shortlisted project will progress through the HM Treasury 5-Stage Business Case model. This will include the 'financial case'. When the financial case is assessed, specific project level match-funding will be confirmed.

The indicative timelines for projects to submit their business cases are outlined below. Match Funding commitments including timescales will be confirmed at the Full Business Case stage. At that point, GCR is committed to provide Government with a detailed timeline for each project to secure and deploy Match Funding, ensuring alignment with delivery milestones. GCR IZ is not expected to record any match funding in 2025/26 (GCR IZ Year 1) due to the significant carry-forward of funds and limited approval of business cases.

Skyrora – FBC June 2026

Malin – OBC June 2026

Tax Site – FBC May 2026

NCASP – OBC March 2026 (Approved)

Prism – OBC June 2026

Neuranics – FBC March 2026 (Approved)

Laser Supply Chain and Advance Packaging – OBC Feb 2026 (Approved)

## Section 2 – Policy questions

### 2.1 Fair Work Conditionality

Provide an update on how Fair Work Conditionality has been embedded within the Investment Zone. Include: progress towards Real Living Wage; and how this is monitored.

The Region's aspiration to extend the benefits of the IZ programme across the Region and to residents from disadvantaged backgrounds aligns with the Regional Economic Strategy's ambition to create an inclusive economy and with national strategies on Wellbeing Economy and Fair Work. In line with activity in English IZs and Cardiff Capital Region, the Regional Programme Management Office is working closely with the Inclusive Growth Network to design the Region's approach on how investment is deployed and how local economic benefits are shared across the Region. In addition, a number of other complementary interventions are currently being developed by the Glasgow City Region. These include a wholistic approach to support the Foundational Economy as well as the designation of GCR as a 'Living Wage Place'.

The proposed interventions will play a central role in advancing both economic growth and the Scottish Government's Wellbeing Economy objectives across the Glasgow City Region. These interventions are strategically aligned with regional priorities and national ambitions and will be delivered in coordination with a number of complementary initiatives that promote fair work, inclusive growth, and skills development.

The GCR PMO has recently refreshed the Annual Implementation Plan (AIP) reporting framework. The updated indicators for measuring progress against the Regional Economic Strategy are now

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aligned with the Wellbeing Economy Monitor and the National Performance Framework (Scotland's Wellbeing Framework)

Firstly, the forthcoming Glasgow City Region Good Employment Charter will provide a framework for driving fairer, more equitable employment practices across the Region. The interventions will actively support businesses to engage with and adopt the Charter's principles, becoming either supporters or members of the scheme. The values of the Charter are: inclusive, fair (including pay, crucially), secure, progressive (in terms of workforce development), healthy, rewarding, responsive (employee voice), and sustainable.

The Charter will strengthen the quality of employment created and help embed good work as a foundation for inclusive growth. While the Charter continues to be in the development phase, there is a clear intention to involve employers, anchor institutions, and research organisations connected to the IZ in shaping its design. Their early input will help ensure the Charter reflects the realities of key growth sectors while building a strong foundation for widespread adoption and impact. This work is already underway with the regional Anchor Network. Participating organisations will also be encouraged to formally sign up to the Charter, demonstrating leadership and a shared commitment to inclusive, responsible growth as part of the Region's wider innovation and investment agenda. An associated training/capacity building programme will allow employers to access, at no financial cost, expert support and advice related to the values of the Charter, such as inclusive recruitment and boosting retention through fair and healthy workplaces. There is evidence from similar schemes in place elsewhere across the UK that such approaches can have a strong and positive impact on employer practice – and on the regional economy.

The Fair Work Action Plan sets Scotland's approach to improving job quality and inclusive employment, while the UK Government's Keep Britain Working is a UK Government programme and independent review by Sir Charles Mayfield, focused on tackling health-related economic inactivity by supporting people to remain in, or return to, good work. Public Health Scotland are working with UK and Scottish Governments to support the policy implementation.

In parallel, the Living Wage Place Campaign reflects the Region's ambition to become a recognised Living Wage Place, encouraging many more employers to commit to paying all employees, and contracted staff, at least the rate of the real Living Wage. Launched in November 2024, the campaign successfully reached the target number of accreditations and uplifts in workers' pay associated with these accreditations, by the end of year one with over 200 employer accreditations and almost 2000 workers receiving an uplift in pay. The campaign will run for a further two years, placing due focus on priority sectors, being driven forward by a committed Action Group of Living Wage Employers from across the Region. The interventions will target support for employers where uptake can have the greatest impact, helping to address in-work poverty and contributing to a more just and resilient local economy. The programme is now in year 2 of delivery.

These activities are fully aligned with the Glasgow City Region's Regional Economic Strategy, which sets out a clear vision for a fairer, greener, and more productive economy. The strategy emphasises inclusive growth, innovation, and net zero. By targeting key sectors, supporting business innovation, and investing in infrastructure and place, the IZ programme has been designed to deliver against these strategic priorities.

Fair Work conditionality will be embedded within the Investment Zone through both project-level and site-wide arrangements. Individual projects will be required to set out their approach to Fair Work, within their Full Business Cases and associated delivery and contractual arrangements.

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In addition, the Tax Site Management Strategy will define how Fair Work is managed and embedded consistently across the site. This is expected to include mechanisms such as the adoption of a Fair Work Charter or an agreed site-wide Management Standard, setting clear expectations in relation to fair pay, workforce engagement, health and wellbeing, and inclusive employment practices.

The Scottish Government has advised that future reporting requirements will include specific Fair Work metrics, including progress towards the real Living Wage. Further guidance on the detailed reporting and monitoring framework will be provided in due course.

At this stage, there is no progress to report on the formal application of Fair Work conditionality, as projects have not yet moved into the delivery phase and no contractual or funding decisions have been completed. Progress will be reported once Full Business Cases are approved and delivery arrangements are in place, at which point Fair Work requirements can be formally applied and monitored.

## 2.2 Fair and Inclusive Workforce Practices

Describe how investment has supported inclusive access to good quality jobs, including actions to address barriers for under-represented groups.

To ensure that residents across the Region can access the new employment opportunities generated, the interventions will also be closely integrated with the Regional Skills Programme as well as with the skills projects related to the Regional Innovation Action Plan. These programmes will equip people with the skills required to thrive in growth sectors, while supporting employers to address skills gaps and invest in workforce development. From the experience of delivering the SG funded Maritime Skills Programme individual Member Authorities will align their existing employability offer with the GCRIZ Programme. The approach will ensure that NOLB delivery partners and clients will be aware of both the programme and the opportunities. This approach will require the close engagement with employers to ensure any activity directly supports individuals and businesses to match supply and demand.

The GCR PMO is also recruiting a Senior Manager to lead on Skills, which will help shape inclusive access to good quality jobs. This role will support the development and delivery of the £5m flexible fund dedicated to the regional skills programme, as set out in Gateway 4, alongside an additional £4m from the Scottish Government to develop skills interventions for the Investment Zone. The role will also lead the ongoing development of the Maritime and Engineering skills programme, as well as early-stage work on skills interventions for the Local Innovation Partnership Fund (LIPF). The Group Manager for Skills is expected to be in post by 11 May 2026 and will support the employers and employees through the skills programme

We are taking a regional approach to implementing the Wealth Building (Scotland) Act 2026. One of the Act's five pillars is Work. As part of this approach, we are establishing a Community Wealth

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Building (CWB) Partnership, which will meet for the first time in September, and will develop a regional action plan with Work embedded as one of the five core pillars.

### 2.3 Equalities Impact

Summarise any emerging findings from Equality Impact Assessments linked to your Investment Zone delivery.

The Capital Investment Health Impact Assessment (CHIA) workshop was held in October 2025 with key stakeholders including Scottish Government, the GCZ IZ Projects and Equalities officers and informed the EQIA.

The Equality Impact Assessment was carried out at a programme level. The EQIA and the CHIA are being used during the GCR IZ project Business Case development process and will shape both the individual project interventions and the overall programme.

The purpose of the CHIA is to

- identify the health, wellbeing and equality impacts of a proposal using a structured health and equity impact checklist.
- discuss potential health impacts as a group rather than an individual officer determining all potential impacts which is unlikely to provide a representative or accurate picture.
- draw different areas of experience and knowledge and consider diverse perspectives.
- reach a more informed understanding of the potential positive, negative and uncertain health and equity impacts of a proposed development.
- promote collaboration and relationship building with key partners and stakeholders.

The CHIA workshop allowed us to identify and start to address some of the barriers and impacts. Outputs from the CHIA workshop were used to develop the EQIA.

Findings include:

- Women may be negatively impacted as the sector is still male-dominated. There are opportunities to coordinate on engagement with education to attract women to this sector, increase the talent pool and reduce the pay gap.
- Young people face a potential barrier to accessing jobs in the industry, particularly those who are the first person in their family to pursue further education.
- Older people have potential opportunities to stay in technical roles post-retirement, moving between sectors and helping to retain and transfer knowledge.
- Disabled people may be disproportionately impacted by the lack of public transport, as well as physical barriers like the accessibility of buildings.
- Minority ethnic populations may be impacted by the high security nature of some of the projects which preclude non-British nationals from accessing some job opportunities. However, the workers employed by some of the projects predominately come from overseas students or graduates due to their highly specialist nature.

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The Region's ambition to broaden the reach of the IZ programme, particularly to benefit residents from disadvantaged backgrounds, aligns closely with the Regional Economic Strategy's goal of building an inclusive economy. It also supports national priorities such as the Wellbeing Economy and Fair Work strategies. Drawing on best practices from IZs in England and the Cardiff Capital Region, the GCR Programme Management Office is collaborating with the Inclusive Growth Network to shape a regional approach that ensures investment is strategically deployed and economic benefits are widely shared.

**2.4 Contribution to the Wellbeing Economy**

Provide examples of how your Investment Zone is contributing to Scottish Government Wellbeing Economy outcomes (e.g, better jobs, stronger businesses, sustainability, community resilience).

The Scottish Government's wellbeing economy outcomes are set out through the National Performance Framework (NPF), which acts as Scotland's wellbeing framework. Rather than focusing solely on GDP, it defines the outcomes needed for people, places and the economy to thrive across social, economic and environmental dimensions.

The Glasgow City Region Investment Zone objectives align closely with Scotland's wellbeing economy outcomes as set out in the National Performance Framework. By focusing on fair work, skills, innovation, net zero and inclusive growth, the Investment Zone contributes directly to outcomes including a prosperous, fairer, greener and more sustainable Scotland, while strengthening communities and improving health, equality and long-term resilience.

The Investment Zone programme is currently progressing through the business case development stage. As projects are developed, each will articulate its expected contribution to Scotland's wellbeing economy within its Full Business Case, including how it supports relevant wellbeing outcomes such as fair work, inclusive growth, skills, net zero and community benefit. At this stage, the programme has not yet entered delivery. Formal assessment and reporting of wellbeing economy contributions will therefore take place once Full Business Cases are approved and delivery arrangements are in place.

**2.5 Community Engagement and Participation**

Report how local communities and stakeholders have been engaged in shaping or delivering Investment Zone activity, including any feedback gathered.

**Economic Delivery Group (EDG):** Has responsibility for the delivery and implementation of the actions within the Regional Economic Action Plan. To take the lead role in engaging with colleges and universities, and with Community Planning Partnerships. The EDG comprises the Head of

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Economic Development from the eight Member Authorities, together with representatives from UK and Scottish government, Scottish Enterprise and Skills Development Scotland.

In line with the development of the Regional Empowerment agenda in GCR, 6-monthly and Annual reporting updates will now be considered by the Regional Economic Partnership, in advance of approval by GCR Cabinet. With the REP having full oversight of GCR IZ progress and delivery, this will offer a wider group of stakeholders access to and comment on the development of the IZ programme. The REP participants are:

Membership of the Group will comprise:

- Commission on Economic Growth and Place Leadership Des McNulty Honorary Fellow, Civic Partnership
- East Dunbartonshire Council Ann Davie Chief Executive
- East Renfrewshire Council Steven Quinn Chief Executive
- Engage Renfrewshire Alan McNiven
- Glasgow Centre Volunteer Service Ian Bruce Chief Executive
- Glasgow Chamber of Commerce Stuart Patrick
- Glasgow Economic Leadership Kevin Kane Executive Director, Glasgow Economic Leadership
- Glasgow City Council Susanne Millar Chief Executive
- Inverclyde Council Stuart Jamieson Chief Executive
- Levelling Up Andrew Docherty
- North Lanarkshire Council Des Murray Chief Executive
- Public Health Scotland Pamela Smith
- Renfrewshire Chamber Bob Grant
- Renfrewshire Council Alan Russell Chief Executive
- Scottish Enterprise Jane Martin
- Scottish Government Anne-Marie Martin Deputy Director – Directorate for Economic Development
- Skills Development Scotland Damien Yeates
- Skills Development Scotland Paul Zealey Skills Planning Lead
- South Lanarkshire Council Paul Manning Chief Executive
- SPT Bruce Kiloh Head of Policy and Planning
- SPT Valerie Davidson
- UK Government Alasdair Macdonald
- UK Government Nathan Lappin Team Leader, City and Growth Deals, Scottish Office
- UK Government Miriam Simpson/Beth Hall  
South Lanarkshire College Stella McManus
- West Dunbartonshire Council Peter Hessematt Chief Executive

**Case Study – Glasgow Riverside Innovation District (GRID)**

'Glasgow Riverside Innovation District (GRID) Discovery' is Scotland's first whole-system innovation demonstrator. The objective is simple – to deliver high-impact innovation that can be tested in the real-world, evaluated and scaled up to the benefit of Scotland.

Real-world testbeds offer six key benefits. They:

- strengthen collaboration between public bodies, academia, industry and community.
- attract inward investment in similar and complementary technologies.

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- improve delivery and efficiency of public services, and shapes policy and regulation.
- maximise the value of research activity, particularly at local level.
- reduce risk for participants, and provides space to iterate and fail.
- place the community at the centre, and promotes solutions that are specific to need.

The discovery initiative will be led by the University of Glasgow through a £12 million investment over the next four years, as part of its commitment to stimulate innovation activity and entrepreneurship. In collaboration with Glasgow City Region and Scottish Enterprise, a testbed approach embedded within the Glasgow Riverside Innovation District will draw on the breadth of the University of Glasgow's research excellence, global reach, strong civic mission and partnership approach to catalyse impactful innovative activity, at pace.

By identifying collaborative research and innovation projects from across the University, and bringing together key stakeholders including our communities, partners will work together to remove barriers and ensure that the benefits of innovation impact positively on our place, society and deliver sustainable growth for Scotland's economy. The activity and investment enabled from the testbed will be additive, leveraging further investment and supporting new start-ups, spin-offs and market opportunities. Learning and evaluation on successes and failures will be fundamental to the design of GRID Discovery, enabling the development of an evidence base around the enablers and barriers to help shape policy and regulation.

The Glasgow Riverside Innovation District Discovery projects will look to complement and support existing initiatives that already exist within Scotland, such as the Scottish Government Accelerated National Innovation Adoption (ANIA) programme, Innovation Centres and through close alignment with the broader Glasgow City Regional Innovation Action Plan. It will build on the Levelling Up Innovation Accelerator pilots which will bring a further additional £37.1 million into the innovation district over the next two years.

Through the partnership between the University of Glasgow (UofG) and Glasgow City Council the approach to place making lies at the heart of the GRID programme, there are significant innovation assets that are focused on the translational benefits of high quality research that brings , industry, academic and the community together. The UofG Innovation Strategy has been developed to unlock the potential of our innovation ecosystem in Glasgow.

## 2.6 Alignment with Net Zero Commitments

Describe how projects funded through the Investment Zone are contributing to net zero targets (e.g., low-carbon infrastructure, green innovation, energy efficiency).

All Investment Zone projects are required to develop Business Cases in line with HM Treasury Green Book guidance. As part of this, each project's Management Case must include a Sustainability Case. This will describe how Investment Zone funding contributes to net zero objectives, such as through low-carbon infrastructure, green innovation, and improved energy efficiency. A summary of the sustainability information provided by projects that have submitted Business Cases is set out below.

### **Neuranics**

The project integrates sustainability principles throughout its design, delivery and long-term operation. A key environmental benefit arises from the localisation of fabrication activities from

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Portugal to Glasgow. Localising fabrication removes the need for routine international travel for tool access and reduces flight related emissions by approximately 75 percent. This is equivalent to around 1.4 tCO<sub>2</sub> per flight saved, based on the 6,900 km Glasgow to Porto Santo route via Amsterdam (source: co2.myclimate.org). Using a conservative estimate of 20 avoided flights per year, the project is expected to save approximately 28 tCO<sub>2</sub> annually, which results in a saving of 280 tCO<sub>2</sub> over the 10-year programme period. This represents a significant and measurable reduction in transport related emissions and supports Glasgow City Region in meeting Net Zero commitments.

The installation takes place entirely within the existing ISO certified cleanroom at the James Watt Nanofabrication Centre. This avoids the embodied carbon that would otherwise be associated with constructing new fabrication infrastructure. The ion beam etch tool incorporates energy efficient subsystems, low waste process chemistries and optimised vacuum system cycles. These features reduce operational electricity use relative to older generation etch technologies and support long term sustainability of the new capability.

In line with the Scottish Deals Carbon Management Guidance, the project has completed a qualitative whole life carbon assessment. Because the activity involves the installation of a single enclosed tool within an established facility, and does not require civil works, structural changes or additional utilities infrastructure, a quantitative Environmental Impact Assessment is not required.

Neuranics, the University of Glasgow and Kelvin Nanotechnology each operate organisational Net Zero strategies. These strategies will influence procurement decisions, transport arrangements, cleanroom operation and maintenance practices associated with the new facility. In addition to environmental benefits, the project delivers wider sustainability outcomes. These outcomes include skills development, local supply chain engagement, Fair Work commitments and the strengthening of regional research and development capability. All sustainability related indicators will be monitored through to 2035 as part of the GCR IZ evaluation framework.

Open access utilisation, carbon savings and social indicators will be monitored through to 2035 under the GCR IZ Framework

**Laser Supply Chain and Advanced Packaging**

The Laser Supply Chain and Advanced Packaging Project prioritise environmental responsibility by leveraging existing University of Glasgow facilities, thereby avoiding the carbon-intensive impacts of new construction. All activities operate under the University's environmental management systems, which enforce best practices in energy efficiency, waste reduction, and sustainable procurement. By reshoring semiconductor-related manufacturing to Glasgow, the project significantly reduces emissions associated with overseas transportation and importation of critical components. These measures collectively support a lower-carbon supply chain and contribute to the UK's broader climate objectives.

An Environmental Impact Assessment has not been undertaken because the Project's scope, location, and delivery model do not trigger statutory or proportionate appraisal thresholds. The Project comprises research, prototyping, testing, and skills activities delivered within existing University of Glasgow facilities and partner premises, using installed equipment upgrades and operational workstreams rather than new-build construction or material estate expansion. No change of land use, no new footprint, and no works falling under EIA Schedule thresholds are proposed. On this basis:

- Nature and Scale of Works
- Activities are predominantly R&D, prototyping, and test operations conducted in established, compliant laboratories.

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- No new buildings, extensions, or material alterations to the external environment are planned; any minor internal fit-out is confined to existing laboratory spaces and follows standard University permits-to-work and safety/environmental procedures.
- Environmental Risk Profile
- Anticipated environmental effects are low, localised, and controllable within existing University environmental management systems.
- All activities will operate under extant Health, Safety and Environmental (HSE) controls, hazardous materials procedures, waste management contracts, and procurement sustainability requirements already in force at the University.
- Regulatory Compliance and Screening
- Internal screening has confirmed no requirement for statutory EIA or separate planning consents associated with construction or external works.
- Where any specialist equipment entails regulatory permits, these will be addressed through existing University licences and standard operating procedures, with no additional environmental consents anticipated.
- Proportionality and Green Book Alignment
- In line with proportionality principles, a full EIA would not add material decision-making value given the limited physical footprint and the managed, low-risk operational profile.
- The Project will continue to monitor and report on relevant environmental indicators through the University's established governance and carbon management processes.
- Commitment to Future Appraisal if Scope Changes
- Should the Project scope evolve to include estate expansion, significant construction, or process changes with potential for material environmental effects, the University will re-screen the Project and commission the appropriate environmental assessment(s) and consents prior to commencement.

Given the Project's confinement to existing facilities, absence of construction or land-use change, low residual environmental risk, and robust reliance on current University environmental management systems and policies, it is proportionate and compliant not to undertake a standalone EIA at this stage. Continuous monitoring within existing frameworks will ensure ongoing compliance and early identification of any need for additional assessment.

The Scottish Deals Carbon Management Guidance requires that all City Region and Growth Deal projects:

- Quantify and minimise whole-life carbon emissions using authoritative methodologies.
- Identify barriers to achieving net zero.
- Apply a proportionate, tiered approach to carbon management.
- Align with Green Book requirements.
- Integrate carbon management into project monitoring, evaluation, and benefits realisation plans.

The Project is primarily based within existing University of Glasgow facilities, with no new-build construction or material estate expansion, Governance arrangements will remain the same for any new asset that is included as part of the project. Activities are focused on research, prototyping, and operational workstreams, all of which are governed by the University's robust environmental management systems. While this is not a City Deal project, the University of Glasgow sees this as an effective approach and proposes to follow these same principles for this project.

The University of Glasgow has a published Carbon Management Plan and Net Zero Carbon Strategy, committing to net zero by 2030 and setting out clear measures for energy efficiency, renewable energy, and emissions reduction across its estate and operations. Any minor internal fit-out or

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equipment upgrades are managed under existing University permits and sustainability protocols, with no anticipated requirement for statutory EIAs.

The University's carbon management and reporting processes are aligned with the Scottish Deals guidance, including ongoing monitoring, reporting, and benefits realisation through to project completion and beyond.

Based on the available evidence, the Laser Supply Chain and Advanced Packaging Project meets the requirements set out in the Scottish Deals Carbon Management Guidance. The project's operational profile, reliance on existing facilities, and integration with the University's established carbon management and net zero strategies ensure compliance with all relevant guidance and best practice expectations. Should the project scope change to include significant construction or estate expansion, further appraisal and carbon management actions would be undertaken as required.

**Skyrora**

Sustainability has been embedded from design through operation. The project supports environmental, economic, and social sustainability by:

- Employing renewable-ready energy systems and efficient ventilation/lighting;
- Creating high-value, low-carbon engineering jobs locally; and
- Embedding Fair Work First, gender equality, and skills pathways.

The works fall below the Environmental Impact Assessment threshold under the Town and Country Planning (EIA) (Scotland) Regulations 2017.

The project aligns with Scottish Deals Carbon Management Guidance: operational carbon managed through sub-metering and renewable electricity contracts; annual emissions reporting integrated with sustainability metrics.

**NCASP**

An Environmental Impact Assessment (EIA) has not been undertaken because the Project's scope, location, and delivery model do not trigger statutory or proportionate appraisal thresholds. The Project comprises research, small scale manufacturing for research and prototyping purposes, testing, and skills activities delivered within existing university facilities and partner premises, using installed equipment upgrades and operational workstreams rather than new-build construction or material estate expansion. No change of land use, no new footprint and no works falling under EIA Schedule thresholds are proposed. Given the Project's confinement to existing facilities, absence of construction or land-use change, low residual environmental risk, and robust reliance on current university environmental management systems and policies, it is proportionate and compliant not to undertake a standalone EIA at this stage. Continuous monitoring within existing frameworks will ensure ongoing compliance and early identification of any need for additional assessment.

University of Strathclyde's Climate Change and Social Responsibility Policy 2016 to 2026 sets out the University and therefore NMIS's plan for managing sustainability. It sets out four aims that apply to the project and to which the project's governance, management, and governing procedures such as procurement will comply:

- (a) Tackle climate change, ensure resilience, and reduce resource use: Delivering a net zero estate, collaboration and community engagement, climate adaptation and resilience, and action of resource use and circular economy.
- (b) Be socially responsible: inclusive campus environment, responsible procurement and investment,

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and UN sustainable development goals (SDGs).

(c) Collaborate with others to embed sustainability across the institution: Impactful research, UN SDGs in the curriculum, building capacity and trust, and city and regional collaboration e.g., 'Sustainable Glasgow'.

(d) Share learning and knowledge to help ensure continuous improvement: Building sustainability capacity within society, and with staff, students, and external stakeholders, and local, regional, and national links.

Regarding the Scottish Deals Carbon Management Policy, carbon management at the University is driven by a number of legislative, policy and regulatory requirements set at national, regional and institutional level, including the Carbon Management Policy for the Scottish Deals. The University's approach is informed by these requirements. UoS actively engages with the formation and review of new policy and regulatory measures through various channels. On a national and regional level, the University is an active member of the Sustainable Scotland Network (SSN), a public sector network which gathers voices from the public sector to inform consultations and shape policy. Reporting is submitted to Sustainable Scotland Network (on behalf of the Scottish Government) annually on 30 November.

Environmental dis-benefits are unlikely to have a significant impact on the cost-benefit analysis and are mitigated through the design of NCASP to maximise sustainability and longevity. Through the project reporting cycle, the University will report back on progress against sustainability markers or targets to be agreed at Full Business Case.

**AMIDS and Glasgow Airport Tax Site****Sustainability policy framework**

1. Both Renfrewshire Council and AGS Airports have established sustainability policy frameworks that are relevant to the future development of the tax site.
2. Renfrewshire Council's Plan for Net Zero commits the area to working towards net zero by 2030 and is organised around five themes: clean energy, sustainable transport, circular economy, connected communities and resilient place. The Council's accompanying Carbon Management Plan (2025/26–2029/30) sets out its approach to reducing operational carbon emissions, including energy efficiency, waste reduction and increased use of on-site renewable energy.
3. The AGS Airports ESG Strategy 2025–2030 includes targets relating to greenhouse gas reduction, energy efficiency, waste management, climate adaptation and sustainable aviation innovation. AGS's ESG Policy (2025) confirms the Group's commitment to achieving net zero for direct emissions by 2035, embedding ESG into decision-making, and delivering capital investment in a way that supports responsible and sustainable growth.

**Application to the tax site**

4. Renfrewshire Council and AGS Airports will seek to bring forward development within the tax site in a manner that is consistent with these respective policy frameworks. In practice, this means that, where relevant and feasible, site development will be expected to take account of carbon reduction, energy efficiency, climate resilience, sustainable transport, waste minimisation and wider environmental responsibilities.
5. The sustainability effects of the tax site cannot yet be specified in detail. Outcomes will depend on the identity, operational model and development requirements of future occupiers, which are not yet known. At this stage, this uncertainty prevents the identification of project-specific sustainability impacts.
6. Notwithstanding this uncertainty, existing plans and development concepts for the site indicate potential sustainability opportunities. AMIDS provides access to:

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- an advanced district heat network
  - existing utilities infrastructure
  - masterplanned public realm
  - active travel connections
7. AGS Airports is also targeting for jet zero and hydrogen-related activity on the tax site. It has supported feasibility work for hydrogen production, storage and distribution, and the potential for runway-accessible space to support zero-emission aviation innovation.

**2.7 Just Transition Considerations**

Outline steps taken to ensure Investment Zone activity supports a fair and equitable transition to net zero, including impacts on local workforce or supply chains.

Investment Zone activity is being developed and delivered in a way that supports a fair and equitable transition to net zero, with particular regard to environmental sustainability, local workforce impacts and the strengthening of regional supply chains.

All Investment Zone projects are required to bring forward full Business Cases, including a dedicated Sustainability Case, which sets out how the project contributes to net zero objectives and delivers wider environmental, social and economic benefits. This includes consideration of carbon reduction, resource efficiency, skills development, Fair Work principles, local supply chain participation and inclusive growth. These sustainability commitments form part of the appraisal and approval process through established GCR governance arrangements.

Projects such as Neuranics demonstrate this approach in practice. Alongside environmental benefits, Neuranics will deliver wider sustainability outcomes through skills development, engagement with local suppliers, Fair Work commitments, and by strengthening regional research and development capability in advanced sensing technologies. These impacts contribute to both net zero objectives and long-term economic resilience.

Similarly, the Laser Supply Chain and Advanced Packaging project supports a just transition by reshoring advanced manufacturing capability and reducing reliance on carbon-intensive global supply chains.

- Economic impacts include strengthening the competitiveness and resilience of the regional supply chain, enabling local firms to access high-value sectors such as semiconductors and photonics, and positioning Glasgow City Region as a hub for advanced manufacturing and innovation.
- Social impacts include the creation of high-skilled jobs, workforce upskilling, collaboration with industry partners, and inclusive growth through knowledge transfer and local engagement.
- Financial sustainability is supported through efficient use of existing infrastructure, reduced material waste, improved production yields, and mitigated exposure to global supply chain volatility, delivering strong value for money and long-term viability.

In addition, the Investment Zone has committed £10 million of funding for business support, supply chain development and skills, targeted at supporting local businesses and the local workforce to

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participate in the transition to net zero. This includes support for SMEs, supplier readiness, innovation adoption and skills pathways aligned to emerging low-carbon and high-value sectors.

The programme also takes account of community and equality impacts, informed by relevant impact assessments (including CHIA and EQIA), to ensure that benefits are inclusive and that no communities are disproportionately disadvantaged by transition activity.

All sustainability-related indicators, including carbon savings, open-access utilisation, workforce outcomes and social indicators, will be monitored through to 2035 as part of the GCR Investment Zone Evaluation Framework. This long-term monitoring will provide ongoing assurance that Investment Zone interventions continue to support a fair, inclusive and equitable transition to net zero while delivering lasting economic and social benefits for the Glasgow City Region.

## 2.8 Partnership Working with Universities and Colleges

Describe how research institutions and colleges have supported innovation, workforce development, or project delivery within the Investment Zone.

Research institutions, particularly the University of Glasgow (UofG) and the University of Strathclyde (Strathclyde), will be fundamental to the success of the GCR IZ programme helping deliver on its key interventions and achieving these broader objectives. Both institutions bring world-class research excellence, sector-leading infrastructure, and deep-rooted collaboration with industry and the local communities.

The UofG, through the Glasgow Riverside Innovation District (GRID), brings a strong innovation mission. This is reflected in its leadership of infrastructure interventions that will expand productive spaces to meet the demands of high-growth sectors, including quantum technologies, semiconductors, and medicine manufacturing. This includes the proposed new James Watt Nanofabrication Centre, a national asset supporting critical technologies, which will also host the new Ion Beam Etch (IBE) capability (from the Neuramics project), enabling nanofabrication of magnetic sensors in GCR for the first time. The Clydeside Advanced Manufacturing Park, which will provide essential space for SMEs and early-stage manufacturers transitioning from R&D to scaled production.

UofG is also actively working with industry and government through the GRID Infrastructure Working Group, part of the GCR Innovation Action Plan's infrastructure workstream, to ensure that the development of physical assets aligns with sector needs. There is a clear commitment to supporting the growth of productive infrastructure, enabling industry clusters to thrive and encouraging co-location of businesses with academic research excellence.

Moreover, the university is deeply engaged in attracting and retaining global talent, ensuring that skilled researchers and innovators can transition smoothly into the region. This includes offering support structures for international staff and fostering an open, connected environment through its global alumni network of over 200,000 individuals. This global reach is a key asset in building a robust skills pipeline to support the new and emerging activities driven by the IZ programme. By

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linking international talent with regional innovation opportunities, the university helps ensure that GCR can meet the specialist workforce demands.

UofG and Strathclyde University also embrace a community wealth-building ethos, committing to spend locally wherever possible and enabling SMEs to benefit from innovation-led growth. This sectoral approach, aligned with the Glasgow City Region Community Wealth Building Strategy, ensures that benefits are widely distributed and grounded in the regional economy. The principles of community wealth building are directly reflected in the IZ proposed interventions, which prioritise local supply chain development, inclusive jobs, and collaborative R&D with regional SMEs. By embedding community wealth-building practices within the delivery of IZ projects, the universities and their partners will help ensure that innovation-driven economic growth is broadly shared.

This sectoral and place-based approach will maximise the local economic multiplier effect, ensuring that IZ funding supports job creation, business resilience, and long-term prosperity within the Glasgow City Region. It will also strengthen the role of the universities as anchor institutions, driving both economic and social value as part of a cohesive regional innovation ecosystem.

In parallel, Strathclyde, as anchor institution of the Glasgow City Innovation District (GCID) and leader of the National Manufacturing Institute Scotland (NMIS), supports the IZ's objectives through a robust applied research and commercialisation agenda. GCID is a vibrant ecosystem of over 2,000 companies and has attracted more than £1bn in investment—demonstrating its magnetism to larger-scale investors and its role as a showcase of innovation potential.

Strathclyde and NMIS work closely with SMEs, regulators, and local government to pilot and scale new technologies. This includes testbeds in advanced manufacturing and aerospace, such as the Boeing Metallics Research Centre, which supports low-carbon aviation technologies in collaboration with Boeing. These partnerships highlight a strategic commitment to de-risk innovation adoption and ensure that new technologies can be tested and deployed in real-world settings.

Key elements of Strathclyde's Innovation Deal contribution include the development of a £1 billion-plus Deep Tech Supercluster, an innovation corridor that stretches from the Power Network Demonstration Centre (PNDC) in Cumbernauld through GCID to AMIDS in Renfrewshire, supporting cutting-edge technologies such as quantum, photonics, and advanced manufacturing. The Centre for Applied AI, a £45 million initiative, focuses on embedding transformative AI solutions into industrial and manufacturing environments to enhance agility, scalability, and sustainability. The £70 million Circular Futures Centre, based at NMIS, serves as a national flagship for circular economy innovation, helping sectors including aerospace, marine, automotive, and wind energy transition to net-zero through circular design principles. Complementing these initiatives is the £30 million Future Innovation Skills Academy, which delivers practical, industry-led upskilling across digital, robotics, and additive manufacturing technologies, ensuring that the regional workforce is equipped to meet the demands of emerging, high-value sectors.

Both universities also provide extensive support for technology adoption, diffusion, and business development, helping local firms in emerging clusters to scale and compete. Whether through NMIS's manufacturing support programmes or UofG's entrepreneurial ecosystem, SMEs benefit from tailored innovation, business, and management support designed to drive productivity and resilience.

Open access facilities are core to the overall programme and a significant portion of the investment – whether that is in space, advanced semi-conductor packaging or maritime projects. By doing so,

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they will ensure a catalytic impact on the wider sector ecosystem by boosting R&D commercialisation far beyond the IZ projects.

It is not just the local higher education institutes which will be critical to the successful delivery of the programme and achieving the wider objectives. The regional Innovation Action Plan skills working group is co-chaired by a representative from one of the six further education colleges in the Region. As well as overseeing the skills programme that emerges from the IZ, the group is in active discussions to undertake an innovation skills pilot with Innovate UK. This will consider how innovation skills can be adopted across different sectors. The aim is to have the initial area of focus on Advanced Manufacturing and Precision Engineering, so it can inform the IZ programme. It is expected that this project will start in October 2025 and be completed by March 2026.

More widely, the colleges have been very successful in delivering the College Local Innovation Centre programme, this includes the advance manufacturing centre at [West College Scotland | CLIC](#). Discussions are underway with the college to understand how it can help build on the programme specifically with a focus on addressing some of the Region's inclusion challenges – this activity will be led by the newly recruited Group Manager - Skills.

## Section 3 – Project and activity delivery

Provide an update on progress with each of the key projects, activities and milestones in section 4.1 of your ADP, including progress with the development of your key sites and sub-sites.

Include in your update details of specific projects, where known:

- project name
- project location
- project status (see definition below)
- a brief description of delivery partners, planned activity and outcomes (outputs not required)
- total project costs, and Investment Zone funding

### Definitions:

**Project** - A set of defined activities delivered under one or more flexible spend theme interventions with a specified budget and delivery timeframe, that will deliver a specified number of IZ programme outputs.

**Project location** - For projects with a capital element, the postcode of the physical site, or if more than one site the main site. For projects with a revenue element, if the revenue activity is to be delivered in a specific pre-defined location(s) (for example an innovation business

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support offer for a specific innovation space(s)), the postcode of the location(s). If the revenue activity is to be delivered without a specific pre-defined location (for example a business support offer across several IZ sites or other locations), the postcode of the lead delivery organisation is sufficient.

**Project status** - allocate one of the following to each project:

- In development (project is in early development, feasibility, outline or full business case development)
- Awaiting approval (project has a full business case in assurance)
- In delivery (project has commenced delivery)

**Progress Update**

The detail contained in our Annual Delivery Plan at section 4.1 relates to the development of the IZ Project Business Cases. Please see update below on the key projects, milestones and delivery.

**Project Business Cases**

- Individual IZ projects are developing and submitting Outline and Full Business Cases (OBCs/FBCs). This process has been underway since November 2025 and will continue throughout 2026, reflecting the size, scale and complexity of the projects. Each project is progressing to its own agreed timescale.
- Projects will move into delivery following approval of their Full Business Cases.
- The table below provides an update on current Business Case activity.

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Project	Project Location Postcode	Project Status	Brief description of delivery partners, planned activity and Outcomes	Indicative Total Project Costs and IZ Funding* Net of SE Capital Match Funding
Laser Supply Chain and Advanced Packaging	G12 8QQ	In development.  OBC appraised, fully compliant. CEG approved on 12 <sup>th</sup> Feb 2026. Project are developing their FBC - no confirmed date for submission as yet.	University of Glasgow  <b>(See attached Laser Supply Chain and Advanced Packaging Approved OBC)</b>	Total ££68.68m  IZ Grant* £23m  Match £45.68m
Neuranics	G2 4HF	In delivery*  FBC appraised, fully compliant. CEG approved on 26 <sup>th</sup> March 2026  *Project will move into delivery once Grant Pass Down Agreement and Year 1 Grant Offer Letter has been signed and claim submitted for Year 1 funding.	Neuranics, University of Glasgow, JWNC  <b>(See attached Neuranics Approved FBC)</b>	Total £13.05m  IZ Grant* £5.2m  Match £7.85m
NCASP	PA4 9AF, G1 1RD, G72 0BN, PA4 9LJ	In development.  OBC appraised, fully compliant. CEG approved	University of Strathclyde, Catapult  <b>(See attached NCASP approved OBC)</b>	Total £98.32m  IZ Grant* £29.8m

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		on 26 <sup>th</sup> March 2026. Project are developing their FBC - no confirmed date for submission as yet.		Match £68.52m
Skyrora	G68 9LD	Awaiting approval.  FBC submitted, currently being appraised.  If FBC is fully compliant, it will be presented to CEG in June 2026	Skyrora  <b>(See attached Skyrora Draft FBC)</b>	Total £9.25m  IZ Grant* £3.7m  Match £5.55m
Tax Site	PA3 2AY PA3 2ST PA3 2TJ PA3 2EF PA3 2SX PA4 9LP PA3 2RY PA3 2SY PA3 2SG PA3 2SZ	Awaiting approval.  FBC submitted, currently being appraised.  If FBC is fully compliant, it will be presented to CEG in May 2026	Renfrewshire Council, Glasgow Airport, Buccleuch  <b>(See attached Tax Site Draft FBC)</b>	Tax Site Value £24.08m  Reserved Taxes £11m  Devolved Taxes £13.08m
Malin	G60 5EU	In development.  OBC submitted, currently being appraised.	Malin  <b>(See attached Malin Draft OBC)</b>	Total £171.37m  IZ Grant* £20m

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		If OBC is fully compliant, it will be presented to CEG in June 2026.		Match £151.37m
Prism	G1 1XQ + PA3 2EF ZE2 9TJ G3 8AP	In development. Expecting OBC to be submitted in May 2026	University of Strathclyde, AAC Clydespace, Saxavord <b>(See attached Prism Draft Strategic Case)</b>	Total £96.55m IZ Grant* £28.2m Match £68.35m

## Section 4 – Financial delivery

In the excel annex to this form (spend tab), provide the capital (CDEL) and revenue (RDEL) actual spend at the end of the 25/26 financial year for each of the flexible spend themes and interventions in your ADP spend and outputs profile, including admin spend.

Where actuals are below the ADP profile, provide an explanation in the space below and comment on plans to re-profile & utilize underspends in future financial year(s).

**Definition: Spend** - actual defrayed expenditure by the end of the financial year; spend that has been incurred on activity that took place in the financial year but was not defrayed until the subsequent year. Spend that relates to activity that has not yet started (such as spend allocated in a business case or funding agreement) should not be included.

### Comments

The Memorandum of Understanding between the Ministry of Housing, Communities and Local Government, the Scottish Government, and Glasgow City Council (as Accountable Body) was signed on 10, 13, and 17 February 2026 respectively. This enabled the development of the 10-year Grant Pass-Down Agreement and the Year 1 Grant Offer Letter between Glasgow City Council, in its role as Accountable Body, and the Investment Zone projects. These documents were issued to projects on 2 April 2026 and remain subject to formal sign-off by Glasgow City Council and each individual project.

Due to the timing of the signing of the Memorandum of Understanding, and the requirement for projects to execute both the Grant Pass-Down Agreement and the Year 1 Grant Offer Letter, approved Year 1 funding will now be transferred to projects in Quarter 1 of Year 2, following completion of these agreements. As a result, the only expenditure included to date is Capacity Fund spend, reflecting internal staff costs of £214,848. All other project expenditure will be incurred and reported in Year 2.

## Section 5 – Private sector investment

Provide:

- a forecast of private sector investment for the 10-year delivery planning period
- the actual investment landed to date.
- a brief commentary on the extent to which you are on track to achieve the 10-year forecast.

**Definition: Private sector investment** -

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- investment - mobilised, accelerated or increased from private organisations - in the IZ geographical area and/or priority sector(s) in response to IZ activity
- direct match funding committed to projects delivered via IZ flexible spend allocation

**5.1 - 10-year forecast**

<b>Match funding</b>	<b>Other private sector investment</b>	<b>Total private sector investment</b>
£347.32m SOPBC	£0.00	£347.32

**5.2 - actual to date**

<b>Match funding</b>	<b>Other private sector investment</b>	<b>Total private sector investment</b>
£0.00	£0.00	£0.00

**Comments on achieving 10-year forecast**

Throughout the Gateway development process, GCR has committed that each individual shortlisted project will progress through the HM Treasury 5-Stage Business Case model. This will include the 'financial case'. When the financial case is assessed, specific project level match-funding will be confirmed.

The indicative timelines for projects to submit their business cases are outlined below. Match Funding commitments including timescales will be confirmed at the Full Business Case stage. At that point, GCR is committed to provide Government with a detailed timeline for each project to secure and deploy Match Funding, ensuring alignment with delivery milestones. GCR IZ is not expected to record any match funding in Y1 due to the significant carry-forward of funds and limited approval of business cases.

Skyrora – FBC June 2026

Malin – OBC June 2026

Tax Site – FBC May 2026

NCASP – OBC March 2026 (Approved)

Prism – OBC June 2026

Neuranics – FBC March 2026 (Approved)

Laser Supply Chain and Advance Packaging – OBC Feb 2026 (Approved)

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## Section 6 – Tax sites and non-domestic rates retention

### 6.1 Economic activity (actuals)

For each tax site, input the number of businesses located on the site, the total jobs delivered and the occupied floorspace of those businesses. A forecast profile of tax site jobs and floorspace are included in the 'Tax sites' tab of your ADP.

**Definitions:**

**Jobs (tax sites)** - number of jobs located on a designated tax site. Tax site jobs are jobs that already existed that are located on a tax site, and new jobs created with or without spend theme interventions that are located on a tax site. New jobs created from spend theme interventions are also reported separately later in this form.

**Floorspace (tax sites)** - amount of floorspace in sqm occupied by a business located on a designated tax site.

<b>Tax site Name (from the ADP)</b>	<b>Number of businesses</b>	<b>Number of Jobs</b>	<b>Floorspace (sqm)</b>
AMIDs and Glasgow Airport	Nil	Nil	Nil

### 6.2 Tax site management plans

Describe how your tax sites are progressing against their respective tax site management plans.

The Tax Site and Non-Domestic Rates Relief (NDRR) sites have been live since 26 February 2026.

As with other Investment Zone projects, the Tax Site is progressing through the HM Treasury Green Book Business Case process. The Full Business Case (FBC) is expected to be presented to CEG in May 2026.

The FBC includes comprehensive Tax Site Management Plans covering the following areas:

- Governance and delivery arrangements
- Roles and responsibilities
- Governance structures
- Gateway process for new leases
- Strategic assessment
- Occupier assurance agreements
- Fair Work expectations
- Risk management
- Decision-making processes and project roles
- Conflicts of interest

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- Marketing and promotion
- Project schedule
- Monitoring and evaluation
- Reporting and governance
- Sustainability case

Subject to approval of the FBC, the project will transition into the delivery phase and will progress each element of the approved Management Plans.

**6.3 Non-domestic rates relief**

Provide an update on delivery of your retained rates investment strategy, then add the value of uplift in retained rates to date, the value reinvested to date, and the projects/activity it was re-invested in.

**Update on investment strategy**

The GCR IZ Non-Domestic Rates Retained Income Re-Investment Strategy is in the early stages of development. The first draft will be taken to GCR Cabinet on 26<sup>th</sup> May for approval.

(Please see attached DRAFT at Appendix 1)

**Retained rates values**

<b>Value of uplift in retained rates</b>	<b>Value reinvested</b>
£0.00	£0.00

**Projects or activities reinvested in**

N/A

## Section 7 – Planning and development sites

Provide an update on delivery of the strategic planning offer for your Investment Zone, which will include:

- progress with planning timelines/milestones on specific IZ sites and sub-sites including unblocking any issues and barriers causing delays. This should include an update on all sites where relevant planning consents are not yet secured.
- use of flexible spend theme funding allocated for planning measures.
- use of strategic planning approaches relevant to Scotland, including (where applicable):
  - alignment of IZ delivery with Local Development Plans, Proposed LDPs, and associated Evidence Reports.
  - progress on masterplans, Masterplan Consent Areas, development frameworks, development briefs, or other site-specific supporting guidance.
  - development of infrastructure delivery plans, place plans, planning obligations, or similar mechanisms to accelerate delivery.
- progress with achieving your IZ planning performance commitment(s).

Comment on any key measures that have not progressed as anticipated, the impact of delays on IZ delivery and whether Government / other support is needed to put the measure back on track.

GCR IZ's planning offer is underpinned by a series of measures to support and enable the successful development of GCR IZ. These include:

- A positive national, regional and local planning policy environment, with all locations benefitting from relevant designations.
- Several sites being covered by masterplans and extant planning permissions for AMPE related uses.
- Pro-active local planning authorities that offer pre-planning advisory support to streamline processes.

The key GCR IZ development locations already have planning permissions and a resourced and supportive planning proposition in place. Any new and/or altered planning requirements that arise will be co-ordinated through the GCR Head of Place and Regional Spatial Planning Steering Group (RSPSG) in the first instance. Monitoring of any new and/or altered planning requirements will be captured through the GCR Head of Place and RSPSG and reported via GCR IZ governance structures. No new and/or altered planning requirements have arisen in the early operational phase of GCR IZ.

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GCR Head of Place is the initial single point of contact for investors and developers to support proactive and constructive engagement on planning matters, facilitating structured assignment to the relevant Local Planning Authorities who are responsible for processing planning applications. GCR Place has participated in workstreams to develop marketing collateral for GCR IZ ensure the planning offer is incorporated.

## Section 8 – Outputs delivery

In the excel annex to this form (outputs tab), copy each flexible spend theme-intervention-output-indicator-unit of measurement combination in your ADP with a 25/26 quantum. Then provide the actual quantum delivered by the year-end in the indicated column.

## Section 9 – Jobs created

Provide:

- the IZ site the job is located on
- the flexible spend theme the job was created from
- the number of jobs
- the sector the job operates in

Only new jobs created from flexible spend theme interventions should be reported in this section.

A new row will be required for each combination of flexible spend theme, site and sector that a created job relates to.

### Definitions:

#### **Jobs created**

- primary full-time equivalent (FTE) jobs newly created as a direct result of a single or multiple flexible spend theme interventions. Created means the job did not exist before the intervention. Primary jobs are jobs that exist for a minimum of 12 months.

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- secondary FTE jobs newly created to manage and deliver flexible spend theme interventions. Created means the job did not exist before the intervention. Secondary jobs include construction jobs and co-ordination, management, and other work related to the implementation of the intervention.

Primary and secondary jobs are those included in the 'Jobs' tab of your ADP spend and outputs profile.

**Sector** - sector(s) in which an IZ is focussed: life sciences, creative industries, green industry, advanced manufacturing, digital and technology.

**Site** - designated IZ tax site, NDR site or other site or sub-site that is the focus of IZ investment /activity.

IZ Site	Flexible Spend Theme	Number of Jobs	Sector
N/A	N/A	N/A	N/A

## Section 10 – Subsidy Control

All subsidies awarded, of any value, under the flexible spend theme measures in the Scotland Investment Zones (IZ) subsidy scheme must be reported in this section. Provide:

- subsidy giver
- the name of the beneficiary & their postcode
- the date the subsidy was awarded (a legally binding commitment to provide the assistance. This is typically the date a grant funding agreement or contract is signed by both parties)
- the subsidy value (amount of grant awarded under one of the flexible spend theme measures in the published subsidy control scheme).
- the subsidy scheme measure used to award the subsidy
- the purpose of the subsidy & a description of the activity being subsidized. For example. 'Purchase of experimental simulation equipment for the testing of artificial knee joint replacements'. 'Consultancy support for manufacturing process innovation.'

Subsidy Giver	Beneficiary name and post code	Date awarded & £ value	Scheme grant measure	Purpose of subsidy/ Description of activity being subsidised
N/A	N/A	N/A	N/A	N/A

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FORM ENDS