

Item 8

26th May 2026

Glasgow City Region

Quarterly Performance Report

Report for Q4 2025/26



GLASGOW
CITY REGION

Table1: City Deal Infrastructure Fund Programme Key Performance Indicators

	Latest Data	Previous Data
Total number of Projects	22	22
Programme Status Overview (for the 21 Main Projects)	As at 19/05/2026	As at 19/03/2026
Projects Red Status (% total)	0 / 22 (0%)	0 / 22 (0%)
Projects Amber Status (% total)	2 / 22 (9%)	0 / 22 (0%)
Projects Green Status (% total)	19 / 22 (86%)	21 / 22 (95%)
Projects Complete (% total)	1 / 22 (5%)	1 / 22 (5%)
Programme Timeline: Key milestones completed to date	As at 19/05/2026	As at 19/03/2026
Case for Investment (% total CFI to be completed)	0 / 1 (0%)	0 / 1 (0%)
SBCs complete (% total SBC to be completed)	20 / 20 (100%)	20 / 20 (100%)
S/OBCs complete (% total S/OBCs to be completed)	1/1 (100%)	1/1 (100%)
OBCs complete (% total OBCs to be completed)	30 / 30 (100%)	30 / 30 (100%)
FBCs complete (% of total FBCs to be completed)	75/119 (63%)	75/118 (64%)
FBC Sub-Projects Construction Progress	119	118
Sub-project construction started (% of total FBC Sub Projects)	67/119 (56%)	65/118 (55%)
Sub-projects construction complete (% of total FBC Sub Projects)	57/119 (48%)	57/118 (48%)
Programme Finance: Grant Draw Down, Approvals, Spend to Date	As at Q4 2025/26	As at Q3 2025/26
Total Grant Drawn down to Date (% of £1bn Grant available)	£445m / (44%)	£445m / (44%)
Grant Received as % of Reported Spend to 31 March 2026	£460m / £635m / 72%	£460m / £608m / 76%
Business Case Approvals to Date (£) (% of £1.134bn Infrastructure Fund)	£761.6m (67%)	£680.5m (60%)
Spend to Date (% as of £1.134bn Infrastructure Fund)	£635m (56%)	£608m (54%)
Actual current year spend vs projected spend for current year	£69.2m / £84.4m (82%)	£41.8m / £102.7m (41%)
Programme Scope: Direct Project <u>Outputs</u> Delivered to Date	As at Q4 2025/26	As at Q3 2025/26
Public Realm new/enhanced (Ha)	35.35 of 47.31 (75%)	34.95 of 47.31 (74%)
Roads (km) new/enhanced	29.39 of 73.07 (40%)	27.7 of 73.07 (38%)
Junctions new/enhanced	75 of 170 (44%)	71 of 168 (42%)
Bridges new/enhanced	14 of 26 (54%)	11 of 26 (42%)
Cycle/pedestrian routes new/enhanced (km)	81.17 of 130.98 (62%)	76.79 of 130.87 (59%)
Schools new/enhanced (sqm) - delivered to date / units	10,988sqm / 6 of 9 (67%)	10,988sqm / 6 of 9 (67%)
Programme Benefits: Follow-On Benefits	As at Q4 2025/26	As at Q3 2025/26
Vacant and Derelict Land removed from Register (Ha)	65.29 of 277.56 (24%)	64.59 of 276.56 (23%)
Area of Opportunity Sites (Ha)	760.02 of 896.22 (85%)	760.02 of 893.69 (85%)
All Direct Floorspace Created (Thousand sqm)	204.29 of 1,382.48 (15%)	196.28 of 1,384.5 (14%)
Follow-On Floor Space Delivered (all classes (excl.Housing) (Thousand sqm)	234.96 of 1,383.08 (17%)	226.95 of 1,385.1 (16%)
Follow On New Residential Units Delivered	11,927 of 26,634 (45%)	11,633 of 26,634 (44%)
Programme Social Value Benefits Realised	As at Q4 2025/26	As at Q3 2025/26
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	£186,661,435 (33%)	£175,077,117 (35%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	290 of 544 (53%)	286 of 526 (54%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	357	342
Programme Economic Outcomes (based on approved OBCs)	As at Q4 2025/26	As at Q3 2025/26
Net Additional Gross Value Added at City Region level by 2035 (£bn)	£4.684	£4.684
Total Net Additional Construction Person Years in Employment by 2035	17,242	17,242
Total Combined Follow-on & direct project Private Sector Investment (£bn)	£2.837	£2.837
Benefit Cost Ratio (over 25 years) of approved OBCs	5.65:1	5.65:1
Programme Risks	As at 19/05/2026	As at 13/3//2026
No. of risks in period	11	11
New risks in period	0	0
No. risks rated 'very high'/'high' in period	0	0
No. risks increased/decreased residual score in period	0	0
Programme Issues	As at 19/05/2026	As at 13/3//2026
No. of issues in period	2	2
New issues in period	0	0
Programme Change	As at 19/05/2026	As at 13/3//2026
Change Control Requests (CCR) submitted for City Projects in period	5	1
Approved CCRs/Restatements to date across City Deal Programme	452	446

1. PURPOSE

- 1.1.1 This Quarterly Performance Report includes an overview of the progress at 19 May 2026 for:
- The City Deal Programme
 - The Regional Economic Strategy Action Plan; and
 - The City Region Team workplan.

2. RECOMMENDATIONS

- 2.1.1 The Cabinet is invited to:
- a. Note the contents of this report

3. KEY HIGHLIGHTS / ACTIONS COMPLETED IN THIS PERIOD:

City Deal Programme Highlights

- East Dunbartonshire Council (EDC) awarded the construction contracts for Westerhill Development Road and Bishopbriggs Town Centre Civic Space in March 2026.
- The handover of land to EDC for the Westerhill Development Road was completed on 20 March 2026.
- The lease term for East Renfrewshire's Balgray Station has now been agreed with Network Rail.
- GCC's City Centre Enabling Infrastructure Integrated Public Realm Kyle Street / North Hanover Street's raingardens and footways are now complete.
- The Health Innovation Hub, which was supported through GCC's Clyde Waterfront West End Innovation Quarter Clyde Waterfront Innovation Campus (CWIC) Phase 1 project, opened on 5 March 2026.
- GCC's Red Dalrnock X Works and NLC's Ravensraig Phase 1 Enabling Commercial Space (ECS) projects have both awarded their construction contracts and contractors are mobilising on site.
- North Lanarkshire Council (NLC) submitted the Planning Application for Section 1 of the East Airdrie Link Road in January 2026.
- NLC Motherwell Town Centre Interchange project is to be complemented by further investment to the town via the £20M through the Pride in Place Programme.
- South Lanarkshire Council's (SLC) East Kilbride Town Centre Redevelopment project was granted Planning Permission in Principle (PPiP) in March 2026.
- The demolition contractor is on site for SLC's East Kilbride Town Centre Redevelopment project with soft strip and disconnections underway in preparation for full demolition.
- Early parking usage surveys have indicated that around 400 vehicles are regularly parked across both car parks in SLC's Hairmyres Park and Ride project.
- West Dunbartonshire Council (WDC) has completed all four Scottish Water diversion works in March 2026 as part of their Exxon project.

4. REGIONAL ECONOMIC STRATEGY ACTION PLAN MONITORING AND UPDATES

- 4.1.1 The updated Action Plan for the Regional Economic Strategy (RES) was approved by the Glasgow City Region Cabinet on 6 August 2022. The Glasgow City Region Programme Management Office is monitoring the delivery of the Action Plan and a detailed progress report is attached at Appendix 11.
- 4.1.2 The updated Action Plan for 25/26 now includes **55 Actions**. The table below provides a summary of the status for the current RES Actions.

Table 1: RES Action Summary for Q3 25/26

SUMMARY	Q4 25/26	Q3 25/26
Red	0	0
Amber	7 (13%)	3 (5%)
Green	28 (51%)	35 (64%)
Complete	18 (33%)	16 (29%)
Future	1 (2%)	1 (2%)
Superseded	1 (2%)	0 (0%)
Total	55 (100%)	55 (100%)

4.1.3 33% of actions are Complete, 51% reported as Green and 0% are reported as Red for this Quarter. 7 RES Actions are reporting as Amber during this cycle:

- **Action 24** - Maritime: Maritime: Measure Apprenticeship demand and recommendations from Rand Report
- **Action 26** - Regional Skills Devolution Group: work to progress the proposals to devolve skills decisions to GCR
- **Action 27-** Skills analysis: develop a methodology for looking at future skills needs of different sectors
- **Action 31-** Establish and embed a GCR Good Employment Charter
- **Action 35-** Shared ownership: working through the Anchor Network to develop an action(s) to support the development of inclusive business models.
- **Action 38** - Deliver the 5G Innovation Region business cases for all programme elements:
 - **Smart Social Assets**
 - **Connected Care and Wellbeing**
 - **Data Aggregation and Business Intelligence**
 - **GCR Connectivity Assessment"**
- **Action 48:** Create a dashboard for the largest town centres in each local authority to help officers understand the performance of these centres

4.1.4 Action 24 is Amber as due to the Scottish Parliament election in May 2026 this funding is classed as "at risk" as this will need to be approved by incoming ministerial government. Action 26 is amber pending agreement by the Regional Skills Development Group (RSDG). Action 31 is Amber due to ongoing discussions about resourcing. Action 35 is Amber as it will form part of the regional response to the Community Wealth Building (Scotland) Act. Action 38 is Amber as programme legacy following from its completion is explored. And Action 48 is Amber as pending a review of the scope of the action which will be updated for the refreshed RES Action Plan for 2026/27.

4.1.5 A brief update on the progress which has been made with each of the RES programmes is set out below.

Glasgow City Region City Deal

4.1.6 Detailed updates on the City Deal Programme are set out elsewhere in this report.

Innovation Programme

4.1.7 Work continues on the development of the Local Innovation Partnership Fund programme - £50m from UKRI to support Health and Life Sciences cluster in the Region (drug discovery and medtech). This will invest approximately £25m for Commercialisation of R&D, £20m for lab space and a £5m for skills. The programme will be submitted to UKRI on 5 May 2026. This is being developed across the Region's 'triple helix' partners. The Innovation Accelerator has now successfully been completed. Although the figures are to be finalised, it is anticipated that over the long term, the Region will leverage £4 for every £1 invested, far exceeding initial expectations. A paper on how this and wider innovation activity will be managed will be tabled at the next Regional Partnership meeting.

Investment Programme

4.1.8 Investment Zone - GCR was awarded one of two Investment Zones in Scotland in summer 2023. The GCR IZ provides £160m grant funding over a 10-year period. The investment is designed to support the growth of a particular sector within GCR, with either Capital, Revenue or Tax Incentives. To access the funding GCR have to submit an IZ proposal to UK and Scottish Governments for approval, following a 5-stage Gateway model. Objectives for the GCR IZ were agreed by CEG & Cabinet, together with the UK & Scot Gov.

- 4.1.9 Formal approval of the Government 5-stage Gateway Process received on 23rd December 2025. The Strategic Outline Programme Business Case has been considered and approved by Cabinet. Annual Delivery Plan Y1 and Change Request approved in Feb 26. Tax Site and NDRR Sites went live from 26 February 2026. Individual project Business Cases are now being developed for approval by GCR Chief Executives' Group. To date, two FBC and two OBC's have been approved by CEGs.
- 4.1.10 The Annual Delivery Plan for Year 2 and end of year reporting was submitted to government at the end of April. The Grant Pass-down between Scottish Government and GCC has been transferred in February and March 2026. The 10-year Grant Pass-down Agreement and Year 1 Grant Offer Letter were issued to projects on 2 April 2026.

Clyde Mission

- 4.1.11 The first phase of the development of the Clyde Mission Strategic Masterplan has now been completed. Intensive foundational activities have included walking the ground with local authority partners, reviewing existing plans and strategies, mapping constraints and opportunities, and conducting focused discussions with area stakeholders. These activities have promoted joined-up thinking and helped identify realistic investment opportunities.
- 4.1.12 Comprehensive engagement with a wide range of stakeholders has been coordinated across the member authorities by the Short-Term Working Group. This engagement has been central to ensuring that the Masterplan reflects shared priorities for the Clyde corridor. The first phase of engagement specifically targeted stakeholders with a vested interest in the study area, including key agencies, policymakers, regulators, local authority partners, educational institutions, landowners, operators, and investors. In total, 357 unique participants were engaged through six thematic online workshops and five area-specific field studies along the Clyde corridor.
- 4.1.13 The draft Masterplan, together with the accompanying engagement report, is expected by the end of April 2026. This will identify key priorities across the strategic themes, signature locations, and priority actions for the corridor.
- 4.1.14 The Clyde Mission Heat Decarbonisation Fund (CM-HDF) remains open to applicants, with submission deadlines in 2026 set for 27 February, 31 July and 27 September 2026. Round 1 closed on 27 February and attracted two applications, with a total funding request of £2.6 million. On the 13th of May 2026 CEG approved the recommendation to award. GCR Place are now progressing to complete the technical assessment and issue the grant award to the successful applicant.

Sustainable City Region Programme

- 4.1.15 GCR Place's Green Network team has now provided bespoke Nature Network reports for every Member Authority in support of Local Development Plan Evidence Reports and is applying this to subsequent 'Call for Sites' assessments. 2025/26 has also seen the completion of peatland restoration projects spanning sever hundreds of hectares at West Tandlemuir (Renfrewshire) and Hardridge Phase 2. Working closely with Member Authorities, Nature Scot and other partners, the team has also helped set up the River Kelvin Catchment Partnership. The Partnership's vision is "Working together in partnership to create a healthy, resilient and nature-rich River Kelvin catchment that connects communities, enhances biodiversity and supports climate adaptation". The Partnership's purpose is to co-ordinate, develop and deliver strategic and project-based interventions that contribute to some or all of the following themes across the River Kelvin catchment:
- enhancing biodiversity
 - improving water quality
 - reducing flood risk
 - addressing climate resilience
 - delivering wider benefits for people, place and nature
- 4.1.16 Clyde Climate Forest has planted an impressive four million trees across the whole region in its first four years of operation. The latest community planting event took place at Cathkin Breas as part of Glasgow's 850 celebration, with school pupils helping to plant 10,000 trees to reconnect woodlands, enhance nature networks and boost biodiversity. Current efforts are focussed on securing funding to continue the initiative into 2026/27 and through to completion in 2032.
- 4.1.17 Climate Ready Clyde continues to work with GCR Green Network and Member Authorities to deliver climate adaptation projects across the region enabled by £200,000 funding from the Scottish Government.

Clyde Metro Programme

4.1.18 CEG approved establishment of the PLACES x Clyde Metro programme to quantify place, planning and development factors (e.g. additional homes, commercial floorspace etc.) catalysed by fixed mass transit investment that can help to articulate a holistic investment case, inform corridor, phasing and delivery model thinking and establish a foundation for future stages to develop. An update on the PLACES x Clyde Metro was provided to the Metro Programme Steering Group on the 23rd of April. SPT and the GCR Place team have been working collaboratively to shape the overall direction of the PLACE programme. Positive progress has been made in agreeing a shared understanding of the programme's purpose and how it can add value alongside existing Clyde Metro activity. The focus to date has been on establishing a clear, flexible framework that includes:

- Clarifying the role that place based evidence and analysis could play in supporting the wider Clyde Metro programme.
- Understanding how PLACE should align with, and complement, other planning, land use and housing related activity already underway as part of the CFI.
- Identifying where additional place focused insight could be beneficial as the programme evolves.
- Ensuring the emerging approach remains adaptable and proportionate as wider Clyde Metro priorities continue to develop.

4.1.19 New governance arrangements approved by the GCR Chief Executives' Group and Cabinet have been implemented, with the first meeting of the expanded Metro Programme Steering Group occurring in April and attended by representatives of all eight GCR Member Authorities.

Housing Retrofit Programme

4.1.20 The Regional Retrofit Strategy and Action Plan was approved by Cabinet on 25/2/25. An annual update report was taken to Cabinet on 17 March 2026 which provided an overview of the emerging policy landscape as well as an update on the Action Plan. The Housing Retrofit Delivery Group (HRDG) continues to oversee delivery of the actions to accelerate retrofit in the Region. Early work has focussed on the need for a One Stop Shop/ Retrofit Agency to support retrofit delivery, including engagement with the Existing Homes Alliance (EHA) on the development of their 'vision for retrofit support' discussion paper. Members of the HRDG, including GCR PMO and GCC will meet with Scottish Government on 5 May 2026 to feed into their study into the future provision of retrofit advice.

Future Skills Programme

4.1.21 The focus of activity in relation local government skills continues to be on planning roles, GCR has conducted several meetings with reference to a graduate apprenticeship programme for Environmental Health Officers and is working with REHIS to develop the best way forward. REHIS are taking further steps to scope out availability, suitability and resources for this going forward.

4.1.22 University of the West of Scotland (UWS) accepted new entrants to a Planning Graduate Apprenticeship programme started in February 2025, with a 2-year conversion course. The 4-year undergraduate course began in September 2025. A third cohort is scheduled to commence in September 2026. An update report will be taken to CEG in May 2026, numbers of Local authority planning assistants for the third cohort in September 2026 are not as high as UWS would require in order to keep the course sustainable long term.

4.1.23 The recruitment and retention of Environmental Health professionals face similar challenges to those of Planning. UWS offer a degree level course, however there is no commitment to the delivery of the course in 2025/26. A report was presented to CEG in June 2025, seeking support of the Chief Executives in a commitment to creating a pipeline of colleagues for local government Environmental Health departments, after gaining support from CEG. GCR have commenced talks with Royal Environmental Health Institute of Scotland (REHIS), HR Leads and Environmental Health leads of all MAs, this is very much at initial stages and leadership is being provided by NLC alongside all 8 MA HR leads.

4.1.24 Members of the Regional Skills Devolution Group (RSDG) continue to engage with Scottish Government colleagues in relation to the GCR 'asks' for regional skills devolution, with Minister Dey attending a meeting with the RSDG on Tuesday 27 May '25. Stella McManus, Principal and CEO of South Lanarkshire College has taken over as chair of the RSDG. GCR has successfully recruited a new skills manager who joined the team in early May 2026.

4.1.25 The Working Optimisation on the River Clyde (WORC) group has been established on recommendations of the Rand report, the WORC group have met several times in the past few months. BAE systems has developed trade operative roles and the WORC group assisted in creating a structured entry into these, the roles will be filled by participants on local government or ALEO employability programmes. Participants undertook a 4-week course at Glasgow Clyde college and

a week of work experience with BAE systems to ensure the right candidates succeed. This commenced with an initial 17 candidates; all participants were on Jobs and Business Glasgow programmes. 11 have now been successful and will commence a 12-week probationary period with BAE systems. Cohort 2 of the BAE Trade Operative role project commenced in Feb 2026.

- 4.1.26 A £2m grant was secured from SG to directly support the development of Maritime skills and the GCR PMO has worked with colleagues from SDS, MAs and industry to co-design a programme of suitable interventions. GCR PMO was able to claim a partial financial amount in year 25/26, Circa £300K, with the rest to be claimed in 26/27. Due to the election in May 2026, any further spend is subject to ministerial approval and is currently classed as “at risk”. The financial amount of funding GCR is able to claim in financial year 26/27 is also subject to agreement from the Scottish Government following the appointment of the ministerial team after the May 2026 election. Potentially the programme which was developed will require to be refined to be delivered within a potential revised budget.

Economy and Health Programme

- 4.1.27 The Glasgow City Region a Living Wage Place project met its year-one target for new employer accreditations (n=205, November 2025), the campaign has now entered year two. The focus is on securing a further 200 accreditations and ensuring that at least 2,500 workers receive a pay uplift to the real Living Wage. A refreshed Action Plan and a review of Action Group membership have been completed, with a targeted focus on the retail, hospitality, and care sectors. The Plan also includes a target for the number of new Living Hours Accredited Employers (18).
- 4.1.28 A new partnership with The Good Economy was launched on Monday 12 January. This work aims to support GCR in diversifying funding sources to deliver the goals of the Regional Economic Strategy. Using a Place-Based Impact Investing approach, The Good Economy team – working alongside regional partners and stakeholders – have been exploring innovative investment models tailored to the Region’s specific challenges and strengths. An inception workshop (February) brought together local government and key stakeholders to build understanding of the investor landscape and identify investment priorities. A series of interviews followed. The draft report was presented to EDG members on 20th April, with an opportunity to provide feedback/comment. The final report was presented to Regional Partnership on 13th May, and next steps considered.
- 4.1.29 Supported by grant funding from the PMO, the Big House Multibank, established in Fife, is undertaking a scoping exercise on introducing a multibank model in the Region. Multibanks consolidate surplus essential goods – such as clothing, bedding, toiletries, and household items – into a central distribution hub, enabling trusted professionals to distribute them directly to those in need. This work will assess the potential for a GCR multibank to reduce poverty, strengthen circular economy practices, and contribute to a more inclusive economy. Findings are due by 31st May 2026 and will be presented at Chief Executives’ Group in June.

Inclusive Economy Programme

- 4.1.30 Based on a proposal developed by the Intelligence Hub, the PMO are working with Glasgow City Council to design, develop, and deliver the Early Learning and Childcare Challenge Fund. The work builds on learning and experience from a similar programme in Greater Manchester. The Fund will provide targeted business innovation support and grant funding to facilitate innovative ideas designed to address critical challenges for ELC providers. A ‘community of practice’ is also being established to foster peer networking and support broader learning from the Fund. This work with Glasgow City Council is a pilot, expected to fund up to 20 bids, with the intention to extend the Fund to other sectors within the Foundational Economy, and other places within the Region, in due course. Following an Expressions of Interest stage, the Fund closed for bids on Friday 24th April with 19 bids received. An Assessment Panel will review bids and funds are expected to be awarded by early June.

Green Business Support Programme

- 4.1.31 The ExtendPlus Project, in conjunction with the University of Strathclyde, concluded at the end of March 2025. The project delivered a total of 288 Carbon Baseline Reports from 345 business referrals. An evaluation of the project has also been completed by the GCR Intelligence Hub.

Electric Vehicle and Infrastructure Programme

- 4.1.32 Work is ongoing through the Glasgow City Region Electric Vehicle Senior Officers Group (EV SOG) to work collaboratively to enter into a concession-type contract with a Charge Point Operator (CPO) to expand the EV Charging Infrastructure network across GCR.

- 4.1.33 Transport Scotland has granted an extension to the CPS cessation deadline. Originally due to end in December 2025, this extension will provide GCR an extension until 31 December 2026. From market intelligence relating to similar projects in England, the PMO has become aware of potential delays that may occur later in the procurement process due to the financing arrangements of Charge Point Operators. GCR PMO is in discussion with Transport Scotland to look at how this potential delay can be managed in relation to the Charge Place Scotland switch off. The project risk register has increased the risk in relation to the project timeline and detailed scenarios were shared with the EV Senior Officers' Group on 30 April.
- 4.1.34 The Invitation to Participate (ITP) and concession notice for the GCR EV Project was published on 22 December 2025. The tender closed on the 3 February 2026 receiving a significant number of responses, which was expected. The evaluation of the ITP responses is now complete, and the shortlisted bidders have been advised.
- 4.1.35 Work has been ongoing to develop and finalise the ITT procurement documents including the technical specification and the Contract including schedules, with the ITT anticipated to be published in June. This has included the support of external legal and commercial consultants.

Commercial Land and Property

- 4.1.36 Work is continuing on the Strategic Employment Locations study. This work will contribute to Local Development Plan and Regional Spatial Strategy activities and possible future investment programmes in site assembly, masterplanning, servicing, marketing and development. A draft report was considered by the Regional Economy Planning Group on 30 April.

Inverclyde

- 4.1.37 The PMO and Hub have worked alongside Inverclyde Council in the co-design of an evidence-based programme to address economic inactivity due to ill health in Inverclyde. A costed proposal for a targeted intervention for young people (age 16-24) who have been economically inactive for up to 12 months has been agreed (December 2025). Inverclyde Council are seeking funding to deliver the approach. As a next step, further support focused on economic inactivity will be provided to Inverclyde Council by the PMO and Hub: to be discussed/co-designed.

5. CITY REGION TEAM WORKPLAN UPDATES

Infrastructure Strategy Consultation

- 5.1.1 The Infrastructure Strategy sets out a ten-year framework (2027–2037) to guide infrastructure planning, investment, and delivery across Scotland. The consultation opened on 13 January 2026 and GCR Place co-ordinated a response which was submitted in advance of the 5th of May deadline.

Infrastructure Summit – Spring 2026

- 5.1.2 Scoping work is continuing for an infrastructure summit anticipated to be held at the end of Q1 2026/27. This senior-level discussion is intended to focus on aligning infrastructure planning with long-term spatial priorities, improving understanding of investment plans and constraints, and supporting the regional spatial strategy scoping and wider place-based growth objectives.

Investment Zone / Local Growth Fund Governance

- 5.1.3 Six-monthly and Annual Reporting for both GCR Investment Zone (GCRIZ) and the New Local Growth Fund (LGF) will now be presented to Regional Partnership for review in advance of recommending for approval by GCR Cabinet, prior to submission to UK and Scottish Government.
- 5.1.4 Given the nature of these two programmes, the Regional Partnership structure provides the opportunity for wider stakeholders to participate in the development of the interventions and maximise the economic impact of this investment in the region.

6. CITY DEAL PROGRAMME STATUS SUMMARY

- 6.1.1 This section of the report provides an overview of the City Deal Programme for:
- Projects' key milestone dates;
 - Programme risks and Programme issues;
 - Change Control Requests for consideration; and
 - an update on progress with the actions within the Annual Implementation Report.

- 6.1.2 The Project Status Summary table at Appendix 1 provides an overview of each City Deal Project's business case stage (through Strategic (SBC), Outline (OBC) and Full (FBC)) and performance status against the key project elements of scope, timeline, finance and benefits realisation.
- 6.1.3 In terms of Infrastructure Programme business case developments:
- of 1 Case for Investment (CFI) to be created, 1 is in progress and this is for the new Clyde Metro;
 - of the 20 Strategic Business Cases (SBCs) to be created, all are now complete;
 - of the 1 Strategic/Outline Business Case (S/OBC) to be created, it is now complete, and this was for the new Enabling Commercial Space regional programme;
 - of the 30 Outline Business Cases (OBCs) to be created, 30 have been approved by Cabinet
 - of the 119 Full Business Cases (FBCs) expected to be developed, 67 have been approved to date.
 - no project is reported at **Red** status;
 - 1 is fully **Complete** - Gartcosh/Glenboig Community Growth Area Project;
 - 2 projects are reporting at **Amber** status which are **GCC's Enabling Infrastructure Integrated Public Realm (EIIPR) and Metropolitan Glasgow Strategic Drainage Programme**; and
 - 19 are reporting at **Green**.
- 6.1.4 A position statement, setting out project progress and the issues being faced by projects is set out in Section 12.

7. DELEGATED APPROVALS BY THE DIRECTOR OF REGIONAL ECONOMIC GROWTH

- 7.1.1 Under the Scheme of Delegation approved by Cabinet in August 2020, the Director of Regional Economic Growth (DREG) has authority to approve Full Business Cases with City Deal funding up to a value of £4.5m. No FBCs have been approved by the DREG in this period.
- 7.1.2 Following receipt of the required evidence, the Director for Economic Growth has approved the release of City Deal Inflation Funds to North Lanarkshire Council for the following project:
- £11,287,602 for East Airdrie Link Road.

8. CITY DEAL CHANGE CONTROLS REQUESTS (CCRs)

- 8.1.1 A total of five CCRs have been submitted by the MAs in the period for approval.
- 8.1.2 Two CCRs were assessed as minor and were approved by the DREG under delegated authority
- 8.1.3 **Renfrewshire Council – Clyde Waterfront Renfrew Riverside – 260402_RC_015 (MA Ref: CWRR-CR009)**
- **Scope Changes:** The following changes to outputs are proposed: Junctions / Crossings (New) [no.] - change from 1 to 3 (an increase of 2); Cycle Routes (segregated) (New) to TR_06a_FO Cycle Routes (shared) (New); TR_06a_FO Cycle Routes (shared) (New) - Change 2035 delivery target from 3.16km to 3.66km (an increase of 0.5km); Pedestrian Routes (Enhanced) [km] - Change from 1.88km to 1.49km (a reduction of 0.391km); Public Realm (Enhanced) [Ha] - Change from 1ha to 0.966ha (a reduction of 0.03ha); Public Realm (New) [Ha] - Change from 2ha to 3.69ha (an increase of 1.69ha); Road (Enhanced) [Km] - Change from 0.52km to 0.61km (an increase of 0.09km); and Road (New) [Km] - Change from 1.76km to 1.86km (an increase of 0.10km).
 - **Benefits Realisation:** The following changes to outcomes are proposed: change Affordable Housing Units to Social Housing Units (New). There is no material change to the value for money for the project.
 - **Reason for the change:** The CCR was submitted to account for standard construction variances.
 - **Finance Changes:** No anticipated impact to finance.
 - **Timeline Changes:** No impact to time.
 - **CCR History:** 8 previous restatements: 8 on time and 1 on finance.

- **Recommendation:** PMO assessment is that the above represents **Minor Change** in the scope/outputs as built/delivered and the change in proposed outcomes. **Cabinet is recommended to note this CCR has been approved by DREG.**

8.1.4 Renfrewshire Council – Glasgow Airport Investment Area – 260402_RC_017 (MA Ref: GAIA-CR007)

- **Scope Changes:** The following outputs changes are proposed: move Cycle Routes (segregated) (New) to Cycle Routes (shared) (New); Pedestrian Routes (New) [km] - Change from 6.33km to 8.22km (an increase of 1.89km); Road (Enhanced) [Km] - Change from 0.52km to 0.96km (an increase of 0.44km); and Road (New) [Km] - Change from 2.1km to 3.38km (an increase of 1.28km)
- **Reason for the change:** Outputs are being amended to align with standard construction variances.
Benefits Realisation: There is no material change to the value for money for the project.
- **Timeline Changes:** No anticipated impact to time.
- **Finance Changes:** No anticipated impact to finance.
- **CCR History:** 7 previous restatements on time.
- **Recommendation:** PMO assessment is that the above represents **Minor Change** in the scope/outputs as built/delivered. **Cabinet is recommended to note this CCR has been approved by DREG.**

8.1.5 Three CCRs were assessed as moderate and were approved by CEG on 13 May 2026.

8.1.6 Renfrewshire Council – Enabling Commercial Space – Tech Terrace (Phase 2) – 260402_RC_016 (MA Ref: Enabling Commercial Space CR001)

- **Timeline Changes:** FBC approval delayed from May 2026 to December 2026 (+7months); construction start stated as January 2027; and construction end December 2027.
- **Reason for the change:** Delays due to delays in establishment of funding agreement for Tech Terrace Phase 1 (not City Deal funded) and working out the associated District Heating Network (DHN) strategy for both phases. Phase 1 costs and subsequent Phase 2 (City Deal funded) tender process will be the basis for the Full Business Case costs and delays to the Phase 1 programme caused knock on effect for the Phase 2 timeline.
- **Benefits Realisation:** No anticipated impact to benefits realisation.
- **Scope Changes:** No anticipated impact to scope.
- **Finance Changes:** No anticipated impact to finance.
- **CCR History:** 0 previous restatements.
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due the change in the project timescales. **Cabinet is recommended to note that CEG has approved this CCR.**

8.1.7 South Lanarkshire Council – Newton CGA – Uddingston Grammar School – 260407_SLC_040 (MA Ref: SLC - CGA- SS2)

- **Timeline Changes:** the FBC approval delayed from December 2025 to September 2026 (+9months); the construction start delayed from February 2026 to October 2026 (+8months) and construction end brought forward from July 2027 to March 2027 (-4months). The shorter programme is primarily the result of a change in delivery approach, with the project moving from a traditional contract to a Design & Build (D&B) procurement route. The D&B approach allows overlap between detailed design and construction activity and a more efficient on-site phase.
- **Reason for the change:** The design process of the school is taking longer than originally planned therefore delaying construction milestones.
- **Benefits Realisation:** Benefits will be realised 4 months earlier.
- **Scope Changes:** No anticipated impact to scope.
- **Finance Changes:** No anticipated impact to finance.
- **CCR History:** 3 previous restatements on time. Over the course of the City Deal, the construction end has moved from March 2021 to March 2027 (+6years).

- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due the change in the project timescales. **Cabinet is recommended to note that CEG has approved this CCR.**

8.1.8 North Lanarkshire Council – A8/M8 Corridor Access Improvements – Eurocentral Strategic Active Travel – 260407_NLC_057 (MA Ref: A8/M8 ESAT CC 5)

- **Timeline Changes:** A delay to the issue of a tender for the construction of Phase 2 (Whifflet Station, Coatbridge to Eurocentral route) is proposed in the interests of managing financial and delivery stage risk and in maximising the benefits of the City Deal investment. Phase 1 FBC will be submitted in July 2026 for approval by DREG in August 2026 (+2months); construction start September 2026 (+2months) and construction end December 2026 (-9months). The FBC for Phase 2 or 3 (this will be decided in November 2026) will be submitted in January 2027 (to be approved in either February or March 2027) which is a delay from the currently approved milestone of June 2026 (submission delay of +9months). Construction is expected to start in May 2027 with the end date being between August-November 2027.
- **Reason for the change:** To allow the management of cost and delivery risk for both NLC and contractors; opportunity to assess and compare the benefits, cost and delivery risk of Phases 2 and 3 of the project to identify the priority subsequent phase for City Deal investment. Therefore, NLC is opting to proceed with the tender and delivery of Phase 1 (Holytown to Maxim/Eurocentral) as a standalone tender. Once tender is returned and the cost is known, NLC will decide which next phase is the most appropriate to take forward and an additional FBC will be submitted for either Phase 2 or Phase 3.
- **Scope Changes:** No scope changes are set out as yet. City Deal will still fund two phases of the project as originally approved.
- **Benefits Realisation:** There is the potential for a positive benefits impact by allowing for assessment of the priority phase for FBC2 delivery.
- **Finance Changes:** There is the potential for small overhead for the Consultant to prepare additional documents for additional tender.
- **CCR History:** 9 previous restatements: 8 on time; 2 on finance; 1 on scope and 1 on benefits realisation. Over the course of the City Deal, the construction end has moved from June 2022 (in SBC) to August 2027 (+5yrs and 2 months)
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due the change in the project timelines. **Cabinet is recommended to note that CEG has approved this CCR.**

9. CITY DEAL PROGRAMME RISKS

9.1.1 The Programme Risk Register is at Appendix 3. Updates to mitigating actions are noted in ***bold and italics***. The Register shows:

- There are 11 Programme risks:
- In terms of risk ratings (residual scoring):
 - 0 risks rated as 'very high';
 - 0 risk is rated as 'high';
 - 4 risks are rated as 'medium'; and
 - 7 risks are rated as 'low'.

10. CITY DEAL PROGRAMME ISSUES

10.1.1 The Programme Issue Log has been updated, and all updates are noted in ***bold and italics*** in Appendix 4. As at 5/5/2026 there were two issues. No issues have changed rating.

11. CITY DEAL PROGRAMME BENEFITS – OUTPUTS, OUTCOMES and COMMUNITY BENEFITS

11.1. Outputs

11.1.1 A full summary of all Outputs is provided at Appendix 5 in Table 5.1. Outputs reported as being delivered and/or added for the programme within the reporting period for Q4 2025/26 are reported in Table 5.2.

11.2. Follow-on Outcomes

11.2.1 A full summary of all follow-on outcomes is provided at Appendix 6 in Table 6.1. Follow on outcomes reported as being delivered and/or added for the programme within the reporting period for Q3 2025/26 are reported in Table 6.2.

11.3. Community Benefits

11.3.1 The Community Benefits data presented below is provisional and may be subject to revision.

11.4. Contracts & Community Benefit Outcomes

MA	Total Number & Value of Pipeline Contracts – In Development	Total Number & Value of Contracts Awarded to Date	Opportunities (Obtained with Discounted Removed) *	Total Delivered *	Total Obtained over the Period	Total Delivered over the Period	% of Total Opportunities Delivered
EDC	£1,625,000 [1]	£28,513,443 [22]	116	36	78	1	31%
ERC	[0]	£44,630,813 [74]	177	145	23	0	82%
GCC	£20,000,000 [1]	£237,816,382 [97]	962	783	25	16	81%
GCR	[0]	£2,392,741 [27]	24	13	0	0	54%
IC	£3,250,000 [1]	£15,795,938 [16]	37	31	0	0	84%
NLC	£123,000,000 [3]	£44,015,137 [159]	277	200	18	3	72%
RC	[0]	£115,659,939 [64]	244	244	-1	76	100%
SLC	26,150,000 [3]	£60,060,509 [70]	250	228	15	3	91%
WDC	£34,050,001 [2]	£9,359,635 [15]	59	27	1	1	46%
Total	£208,075,001 [11]	£558,244,537 [544]	2146	1707	159	100	80%

*Includes Financial Community Engagement counting £1K as equivalent with 1 intervention.

11.5. Contract Awards

11.5.1 Since 1 January 2026, 18 contracts with a combined value of £58,042,605 were reported as awarded, bringing the total number to 544 with a value of £558,244,537.

11.6. Contract Completions

11.6.1 A further 10 contracts with a combined value of £32,750,097 were reported on Cenefits system as 'Complete' bringing the total number of contracts reported as complete to 488 with a combined value of £416,948,655.

11.6.2 Table 6.3 at Appendix 6 provides cumulative contracts summary for the overall City Deal Programme.

11.7. Community Benefit Outcomes

11.7.1 In the period between 1 January 2026 and 31 March 2026, the following is reported for community benefit on Cenefits for each outcome category as listed below:

- Overall, the number of available **Targeted Recruitment & Employment** opportunities increased by 15, bringing the total to 357 (exc. Substituted) with 22 additional delivered bringing the total delivered to 306 (86% of all opportunities).
- Overall, 99 additional **Targeted Skills & Training / Qualifications** were obtained over the period bringing the total to 1027 (exc. Substituted & Abandoned) with 31 additional delivered bringing the total delivered to 736 (72% of all opportunities).

- Overall, 3 additional **Supply Chain Development** opportunities were obtained with the total of 107 (exc. Substituted & Abandoned) and the number delivered increased by 11 to 90 (84% of all opportunities).
- Overall, the number of **Qualifications** remained at the same level with the total of 217 (exc. Substituted) and the number delivered increased by 20 to 213 (98% of all opportunities).
- Overall, the number of **Community Engagement – Non-Financial** obtained increased by 19 bringing the total to 207 (exc. Substituted & Abandoned) with 2 more delivered bringing the total delivered to 168 (81% of all opportunities).
- Overall, additional £23K **Community Engagement (Financial Support)** was obtained bringing the total to £230K (exc. Substituted) and £14K delivered bringing the total delivered to £194K (84% of opportunities delivered).

11.7.2 Table 6.4 at Appendix 6 provides full details.

11.8. Community Benefits Hub

11.8.1 The GCR Community Benefits Hub scheme launched in early September 2024 with three initial councils, East Renfrewshire, Glasgow and North Lanarkshire. In December 2025, Inverclyde officially launched on the live website. South Lanarkshire joined the hub in March 2026 and has fully transferred over. At the end of 2025, Glasgow Health and Social Care Partnership (HSCP) joined the Community Benefits Hub as part of Glasgow City Council.

11.8.2 In order to ensure there are Suppliers to meet the Requests that are 'Awaiting Match', the GCR PMO and MAs are continuing to engage with Anchor Institutions and public sector partners (known as Phase 2 roll-out).

11.8.3 The following organisations have joined as **Phase 2 Organisations**:

- **The University of Strathclyde (joined June 2025)**. Projects / contracts which are anticipated to use the CBH for community benefits include the new build of the £30 million Charles Huang Advanced Technology & Innovation Centre (CHATIC) in Glasgow City Centre and the ten-year facilities management contract at NMIS in Renfrewshire.
- **SPT (joined April 2026)**. The Hub will initially be promoted to SPT's top 20 suppliers, with the long-term aim of extending its use across the organisation's full £80 million annual procurement spend.
- **Glasgow Life**, an ALEO of GCC has confirmed its intention to join, with an average annual procurement spend of around £50 million; and
- **Social Security Scotland**, the Scottish Government agency responsible for managing devolved benefits, is also keen to join the Hub. Social Security Scotland has an estimated annual procurement budget of £38 million and plans to start with five of the largest suppliers in the first six months and then roll out from there.

11.8.4 The table below shows the significant progress which has been made with approving and facilitating community groups (**302**) and suppliers/businesses (**214**) to access the Hub, with **360** community requests approved to end March 2026.

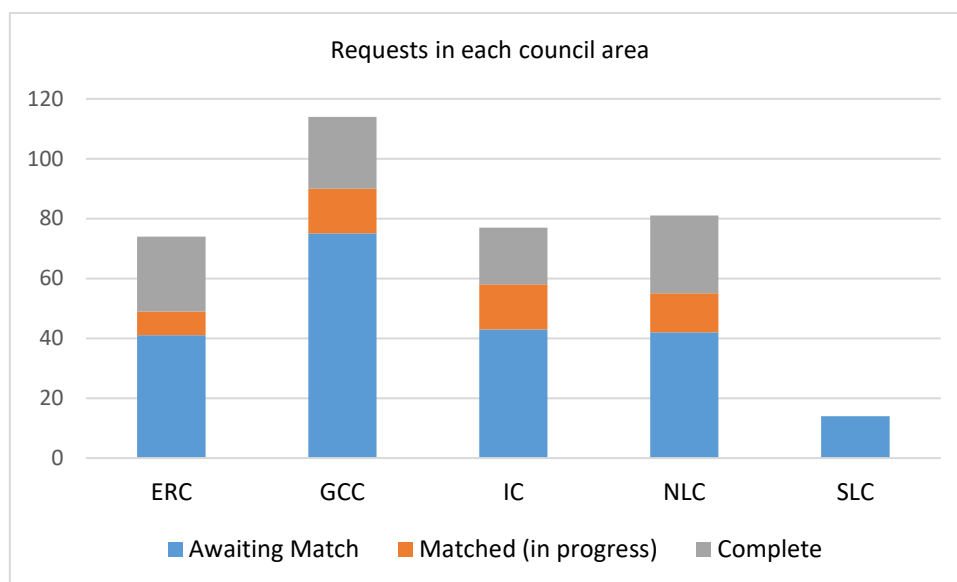
Table: Summary (by Council) to end March 2026.

	Total (Cumulative)	Total In Q	ERC		GCC		IC		NLC		SLC	
			Total	In Q	Total	In Q	Total	In Q	Total	In Q	Total	In Q
Community Groups Approved	302	65	48	8	118	19	59	16	69	14	8	8
Businesses Approved	214	47	65	10	64	19	36	6	43	8	4	4
Requests Approved	360	114	74	11	114	32	77	30	81	27	14	14

11.8.5 In 2025, the positive progress to date resulted in the Hub being shortlisted for three national awards: at the Social Value Awards, the Enabling Technology and the Public Sector Leadership awards; and at the GO Awards Scotland, the Excellence in Social Value award.

11.8.6 The figure and table below show what stage in the process request are at in terms of how many Requests for Community Groups in Member Authority area are:

- Awaiting Match: the total number of Requests yet to be matched with supplier.
- Matched: the total number of Requests picked up by a supplier, and of these which are:
 - In Progress: How many of these Matched Requests are currently in progress / being delivered.
 - Complete: How many of these Matched Requests are fully complete / have been delivered. The Community Group fills out a completion form to indicate a Request is complete.



Requests	Total (Cumulative)	Total In Q	ERC		GCC		IC		NLC		SLC	
			Total	In Q	Total	In Q	Total	In Q	Total	In Q	Total	In Q
Awaiting Match	215	-	41	-	75	-	43	-	42	-	14	-
Matched (total)	145	27	33	1	39	5	34	14	39	7	0	0
In Progress	51	17	8	-	15	-	15	-	13	-	0	-
Complete	94	10	25	1	24	4	19	4	26	1	0	0

11.8.7 The table above shows by end of **March 2026**, **94** Requests had been delivered by Suppliers for local Community Groups, with an overwhelmingly positive response, and a further **51** had been Matched and approved with delivery in progress.

11.8.8 Requests delivered in this quarter include (but are not limited to):

- Practical support to improve outdoor and community spaces, including slabbing an outdoor area at a community centre in Greenock and installing raised garden edging to enable planting in Kilmacolm.
- Support to help residents access local community classes, covering travel and childcare costs for those on a low income to attend free DIY workshops.
- Funding to support the creation of printed materials to help a new local veterans' charity to reach people across Inverclyde.
- Donation of equipment to support youth and community groups, including new goals and footballs for a newly-formed boys' football team and laptops for a Boys' Brigade group delivering educational activities for young people.
- Top-up food donations for a community pantry.
- Funding for venue hire and staff to launch new group mental health sessions for young people across Glasgow.
- Support for a free village community event in Neilston.

- 11.8.9 In order to ensure Matches on the Community Benefits Hub can be delivered as quickly as possible, it was agreed by Cabinet that Requests could be Matched:
- Locally: e.g. an East Renfrewshire Council (ERC) supplier delivers a Request for a Community Group in ERC; and/or
 - Regionally: i.e. a Regional Match e.g. where an ERC supplier delivers a Request for a Community Group in a different council area, such as Inverclyde.
- 11.8.10 The table below shows that, while the vast majority of Matches are ‘Local’, there have been **18** Regional Matches with details as follows:
- **5** Requests from Community Groups in ERC have been selected by Suppliers registered with another Member Authority area. Suppliers registered with ERC have selected **7** Requests from Community Groups in another MA.
 - **3** Requests from Community Groups in Glasgow City Council (GCC) have been selected by Suppliers registered with another MA. Suppliers registered with GCC have selected **11** Requests from Community Groups in another council area.
 - **8** Requests from Community Groups in Inverclyde Council (IC) have been selected by Suppliers registered with another MA.
 - **2** Requests from Community Groups in North Lanarkshire Council (NLC) have been selected by Suppliers registered with another MA.
 - **0** Requests from Community Groups in South Lanarkshire (SLC) have been selected by Suppliers registered with another MA (note that South Lanarkshire Council joined the Hub at the end of the quarter, in March 2026).

No. Received Requests from Community Groups in each area selected by supplier of different MA	ERC	GCC	IC	NLC	SLC
5 ‘received’ in East Renfrewshire, matched by suppliers of:	-	5	0	0	0
3 in Glasgow, matched by suppliers of:	3	-	0	0	0
8 in Inverclyde, matched by suppliers of:	4	4	-	0	0
2 in North Lanarkshire, matched by suppliers of:	0	2	0	-	0
0 in South Lanarkshire, matched by suppliers of:	0	0	0	0	-
Total Regional Matches	7	11	0	0	0

12. CITY DEAL FINANCES

12.1. Actual and Forecast Spend Vs Grant Income and Business Case Approvals

- 12.1.1 Appendix 7 details the total expenditure per project from the latest Project Status Report as of **31 March 2026**. This is then compared with cumulative projected spend, previous years spend, profiled spend in 2025/26 and the projected spend for 2026/27. The table also shows the grant received to date, cumulative business case approvals and maximum Govt. grant allocations.
- 12.1.2 The table shows the £1.134bn from the Scottish and UK Governments incorporating the Member Authorities’ contribution. The total projected City Deal spend for the programme is £1.134bn compared with the latest planned funding of £1.133bn. Previous Years Spend for infrastructure projects was £565.6m.
- 12.1.3 The actual spend for 2025/26 to Quarter **4** is **£69.3m** which is **82%** of current year forecasts. Forecast spend for the next financial year, 26/27 is **£182m**.
- 12.1.4 The cumulative to date spend as at **Q4 2025/26** is **£634.8m**. Funding approved to date totals **£762m** and the cumulative grant allocation to date is £445m.

12.2. Grant Claims and Approved Funding Vs Total Available Funding

- 12.2.1 Appendix 8 displays the grant claims to date totalling **£600.8m**. All Member Authorities have returned their grant claims to the end of Quarter **4 2025/26**. The cumulative value of grant claims received in 2025/26 is **£65.8m**.

12.3. PMO Budget Monitoring

- 12.3.1 The budget statement, reported in Appendix 9, shows the PMO expenditure budget of £2.808m for 2025/26 and an anticipated net deficit for the year of **£0.447m**. This deficit will be offset against prior year balances brought forward of £2.925m maintaining a surplus (albeit reduced) for the current year of **£2.509m**. The anticipated deficit results principally from the utilisation of the prior year balances to keep Member Authorities' contributions at 2022/23 levels (as previously agreed by Cabinet). There is, however, interest on Govt. grants held pending allocation to Member Authorities still to be received and this will offset the deficit and impact on the carry forward into 2026/27. ***This has not yet been reflected in the finances shown.***

13. CITY DEAL PROJECT UPDATES

- 13.1.1 This section provides information on the progress and status of each the 22 main infrastructure projects/CFI being delivered across the Region. Updates from the previous period are shown in ***bold italic text.***

13.2. Place and Growth Programme (Green)

- 13.2.1 East Dunbartonshire Council's (EDC) £37m (£45m including additional member and external contributions) City Deal funded Place and Growth Programme is designed to enable follow on investment in strategic sites within East Dunbartonshire, to support inclusive growth and access to employment.

- 13.2.2 The Programme consists of two sub-projects:

- The Westerhill Development Road (WDR), will complete the route through East Dunbartonshire and Glasgow North, improving connectivity and unlocking strategic development sites to enable follow on investment. The WDR plays a key role in improving linkages between the wider City Region, Westerhill, Bishopbriggs and Auchinairn.

A masterplan for the Westerhill area to redesignate land for employment use has been adopted under the Council's LDP2 as Westerhill Regeneration Area (WRA) planning guidance and is a material consideration for any future development applications.

Key activities in this period were: FBC was approved by CEG 12 Feb 2026 ***and the main construction contract was awarded on 20 March 2026. The handover of land to EDC was completed on 20 March 2026. There is ongoing engagement with Planning and internal consultees to continue the process of discharging pre-commencement condition. Start on site scheduled for May 2026. Provision has been made in the contract to account for potential risks associated with the developing conflict in the Middle East.*** Key activities in next period will focus on: professional services contract award; ***submitting the scheduled Monument consent application; the contractor to liaise with landowners about their compound being set up on leased land; and C4 quotes and instructions to statutory undertakers (SU) BT, Scottish Water and Virgin are progressing with quotes due imminently. SPEN remain a high-risk utility provider with a delay to the request for a quote.*** Key activities in this period related to the follow-on development at Westerhill Regeneration Area (WRA) were: ***SPEN's updated capacity check (Feb 2026) now requires 6 HV cables, instead of the 2 identified at the 2024 specimen design stage. Accommodating this change would significantly increase costs (£2-3m), require land acquisition changes, and delay delivery. The project will therefore proceed unchanged, with current provision supporting two HV cables (alongside Virgin and BT), enabling partial future coverage of around one-third of the masterplan area***

Active Travel Investment Fund (ATIF) WDR to Torrance Roundabout, RIBA 0-2 design ***work currently being undertaken to determine the preferred route to connect:***

- ***the northern extent of WDR with Torrance Roundabout (connecting with A807 project being delivered by EDC transport team).***
- ***the Wester Way active travel route (at Lochgrog Junction) to A803 and Strathkelvin Retail Park.***

Funding application to Transport Scotland's ATIF funding submitted for RIBA 3-4 during 26/27 (awaiting decision). Information on WRA submitted to GCR for UKG Strategic Sites Accelerator programme. Preparation of WRA information for possible inclusion in GCR stand at UK REiIF investment and development forum. Meeting with Invest Glasgow March 2026 for awareness of Westerhill investment proposition. Next period will focus on further development of WRA Marketing plan to promote the area for investment.

- Bishopbriggs Town Centre Civic Space - the aim of the project is to create a vibrant town centre, with a high-quality environment, enabled through regeneration including enhanced accessibility and improved public realm. An important element of the project will be establishing opportunities to improve networks across the towns existing commerce, industry and environment assets. The Project will provide a large, flexible space for community, business, and small enterprise events with the aim of attracting investment from further afield.
Key activities in this quarter include: FBC was approved by CEG 12 Feb 2026 **and the construction contract was awarded in March 2026**; client-side support during construction (Project Manager, Supervisor, Quantity Surveyor) **contract was awarded on 24 March and the Principal Designer/Client-side design support contract was also awarded**; continued engagement with stakeholders (Morrisons, St. Matthews Church, BetterBriggs and the Community council) and legal teams are currently closing out lease. **Morrisons are in the process of removing associated cabling following the removal of the petrol totem.** Key activities in the next period include: continued engagement with stakeholders and businesses and local community groups **to promote usage of the Civic Space** and completion of ground lease and handover of civic space from Morrisons with handover expected **early April 2026**.

13.3. M77 Strategic Corridor Programme (Green)

- 13.4. East Renfrewshire Council's (ERC) £44m (£61m including additional member and external contributions) City Deal funded M77 Strategic Corridor Programme consists of six sub-projects aiming to support the planned growth of Newton Mearns and the regeneration of the town of Barrhead. A review of the overall programme was approved by GCR Cabinet on 7 December 2021. The paper delayed the Levern Valley Link project until a later date and reallocated the funds between the three remaining subprojects.
- The Full Business Case for a Balgray Station project on the Glasgow to Neilston line with capacity for a bus interchange and associated car parking was approved by CEG September 2024. The railway station will serve the existing community, and a new residential community proposed at Barrhead South, providing a sustainable transport solution for all residents. It will also provide easy and direct access to the Dams to Darnley country park where new and improved visitor facilities are improved. proposed and where the tourism offer will be. Majority of earthworks and platforms works now complete and the bridge lift was completed mid-January 2026. **Lease terms have been agreed however the red line boundary of area to be taken on by Network Rail is still to be agreed. No significant on-site issues; site is now powered, car park surface almost complete and station furniture being installed. The project is on schedule for its Autumn 2026 opening and Network Rail and Scotrail are working to agree an exact opening date.**
 - The FBC for Aurs Road Realignment Project was approved by CEG on 25 October 2023. Works began on site in January 2024. The project includes road realignment, replacement of a weak bridge to allow a bus route along this corridor and provision of pedestrian/cycle promenade along Balgray reservoir. The straightening of a section of road releases land to develop the Dams to Darnley/Balgray Visitor Facilities Project which will follow on post completion. The project also includes a separate Scottish Water work to minimise future disruption on Aurs Road. The reservoir drawdown tower access bridge has been dropped into its final position on the promenade wall and temporary supports removed from site. The bridges and culvert structural works are complete. Finishing works on the bridges are ongoing. Earthworks operations are ongoing with excavation for the road box and preparation for the final section of embankment reinstatement. Resurfacing, paving operations, installation of new street lighting, traffic signals, hardscape and softscape works are all underway. The completion of the project **is still on track** for May 2026 and the Temporary Traffic Regulation orders (TTROs) have been extended.
 - The Dams to Darnley/Balgray Visitor Facilities, development is interdependent on Aurs Road realignment and any slippages during the project development, tendering and construction periods. Vehicular access to the Visitor Facilities will be taken from Aurs Road, the upgrading of which is also being financed through City Deal. The reviewed project scope takes account of emerging opportunities and demand considerations, and a phased approach is being considered to allow earlier provision of key facilities along with marketing to stimulate sustainable growth in visitor numbers. The design will be such that it can easily be changed or adapted to meet future changes in vision or accommodate future phases of development as requirements change and funding becomes available. OBC was approved November 2024. Initial design work has been completed. **The Visitor Centre site is currently in use as a site compound as part of the Aurs Road Project and is inaccessible for site investigations.**

The final cut and fill of the site location is one of the last works activities on the Aurs Road Project Programme of Works. This is expected to hinder the progress of site investigation works required to enable the visitor facilities design. The contract for the next phase of design and business case development will be issued in Q1 2026/27. A CCR will be submitted in Q1 26/27 to restate milestones as the revised programme is required from the designer/ contractor for accuracy.

13.4.1 The following projects are **Complete**:

- The Levern Works Project in Barrhead saw construction completion in May 2016 of 843sqm of new workshop space in 10 business units at Crossmills and the completion of remediation and preparation of a 0.93-hectare brownfield site at the former Nestle Purina factory, with a development agreement now in place for a mixed-use scheme on the bulk of the former Nestle site. Nine units have been fully occupied since 2019 with the remaining one under offer to be re-let.
- Construction work on the Business Boost Project is also complete, with enhanced facilities at The Foundry, Barrhead and a new build business centre at Greenlaw Works, Newton Mearns. While Greenlaw was completed mid-March 2019, the business centre remained closed due to Covid until September 2022 with formal opening following in February 2023. The centre provides high quality office accommodation to meet a growing local demand, helping to stimulate economic growth and create opportunities for start-up and small to medium sized businesses to develop and grow within East Renfrewshire. The 20,000sq.ft building, located adjacent to Junction 4 of the M77, comprises 35 office suites, meeting rooms, breakout areas, a co-working lounge, parking and a Business Gateway presence onsite. Since opening in September 2022, 80% of floorspace is now occupied by 27 businesses from a diverse range of sectors including finance, law, architecture, marketing and logistics. **External Management agent CBRE** are operating the centre **on the council's behalf**.
- The Balgraystone Road Realignment Project completed on site in October 2020 and opened to the public. The project provides improved access to the new Balgray Station, facilitates the development of Barrhead South Strategic Development Opportunity providing new residential development, and provides improved access to Dams to Darnley Country Park. The project creates a new signal-controlled junction where Balgraystone Road meets Springfield Road, a new realigned section (approx. 500m) of fully lit two lane carriageway (converted from a single-track country road), adjacent new public footway and cycle facilities, and a new access road and bus turning circle to provide access to future development sites and provide the infrastructure to attract a local bus service along the route.

13.5. Canal and North Gateway Project (**Green**)

13.5.1 Glasgow City Council's (GCC) £99m (£198m including additional member and external contributions) City Deal funded Canal and North Gateway Project seeks to regenerate an underutilised, neglected and disconnected area on the edge of the city centre to a vibrant new city neighbourhood, with new sustainable residential communities at Sighthill and Cowlares and a reinforced cultural community at Speirs Locks, complemented by a mixed-use commercial core at Port Dundas around the canal. This project includes several very different interventions across 9 sub-projects varying from site remediation and development, construction of new bridges, pedestrian and cycling infrastructures, street lighting, junction upgrading and drainage infrastructure.

13.5.2 Seven sub-projects are **Complete**:

- Sighthill Remediation Contract 1 (FBC 1): Full scope has been delivered as per the FBC.
- Sighthill Contract 2 (FBC 2): Full scope has been delivered per the FBC. The contractor is currently rectifying defects.
- Cowlares Bridge and Port Dundas 100 Acre Hill (FBC 3): Full scope has been delivered per the FBC. Meanwhile use, as defined in 100 Acre Hill grant agreement, for benefits realisation continues to be progressed.
- North Glasgow Integrated Water Management System (NGIWMS) (FBC 4): Full scope has been delivered per the FBC-
- North Canal Bank Street and Speirs Locks Landscape Link (FBC 5): Full scope has been delivered per the FBC. All road closures reinstated. Project defects continue to be managed by contractor and technical services.

- Speirs Locks Garscube Toll and Links (FBC 6): Full scope has been delivered per the FBC. Awaiting as built information to update benefits.
 - Sighthill M8 Pedestrian Bridge (FBC 7): Full scope has been delivered per the FBC. M8 Bridge official opening to the public was 24 March 2023. Final accounts agreed and paid. Project Manager monitoring the defect works. Lessons learned meeting held.
- 13.5.3 Revision 10 was approved at Glasgow City Region Cabinet on 5 November 2024 and confirms updated milestones for FBCs due within the next 12 months as:
- Port Dundas: Dobbies Loan; Technical design is nearing completion **with the main focus on the lighting element. Once finalised it will be passed to** Transport Scotland for approval. Traffic modelling **has now been completed. Design resources being focused on Avenues work has contributed to this delay. The** FBC is delayed (was expected for approval in December 2025) **and GCC will work with the project lead to obtain milestone dates so that a CCR can be submitted in Q1 26/27.**
 - Port Dundas: Pinkston Access and Remediation; **the project's scope is to improve the street scape from Dobbies Loan to North Canal Bank Street to create a continuous, attractive route from City Centre to the Canal and North area and to support the regeneration of the area. Concept design complete and scope of project under discussion to reflect the projects available budget.** The FBC still expected to be submitted for approval - December 2026.
- 13.5.4 As noted within Revision 10, to ensure that the Programme can continue to progress within the limits of the City Deal funding allocation, sub-projects had to be identified for deferral. The following CNG project has been deferred:
- Cowlairs: Remediation & Servicing and Cowlairs Link which had previously been merged.
- 13.5.5 The Revision 10 changes to the projected cumulative City Deal spend took effect in Quarter 4 24/25 once the Inflation Fund values were approved. Council officers will continue to explore alternative funding opportunities for development and delivery of deferred projects.
- 13.6. **Collegelands Calton Barras (Green)**
- 13.6.1 Glasgow City Council's £27m (£31m including additional member and external contributions) City Deal funded Collegelands Calton Barras (CCB) Project has six sub-projects which focus on: improving accessibility and connections to the City Centre and beyond; remediating sites that have been derelict or vacant to attract development to the area; and build on existing regeneration activities to improve the quality of place.
- 13.6.2 Four sub-projects are **Complete**:
- Calton Barras Action Plan - Barras Public Realm Phase 1 (FBC 1): Full scope has been delivered as per the FBC.
 - Meat Market Site Remediation (FBC 2): Full scope has been delivered as per the FBC. In total 3.4Ha Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register (Ha) and 252 flats agreed with Home Group to be built on Meat Market Site.
 - Calton Barras Action Plan - Junction Improvements (FBC 3): Full scope has been delivered as per the FBC.
 - Meat Market Roads and Infrastructure (FBC 4): Wellpark Link – This project connects the former Abattoir Site to Collegelands to improve environmental conditions and encourage future investment. This includes a widened pedestrian footpath, quality paving, raised pedestrian crossings and new lighting. The project is now complete, **and the outputs have been recorded.**
- 13.6.3 Two remaining sub-projects are in development. Updates noted as follows:
- Meat Market Public Realm and Listed Structures (FBC 5): Meat Market Trust business plan received. Funding award from National Lottery Heritage Trust has been confirmed. Approval granted by delegated authority for this FBC on 1/11/2024. CCR 240913_GCC_052 that was submitted alongside to restate milestones and scope (change of name) was also approved. Staff are working closely with the Meat Market Trust to deliver, monitor and evaluate the project. Subsidy control assessment now lodged, and licence granted for site investigation. The lease has been agreed **and the grant agreement was reviewed and returned for further amendments. It will be signed imminently.** A CCR will be submitted **once the programme has been confirmed (most likely Q1 26/27). The construction is estimated to start in the Autumn 2026.**

- High Street: Public Realm and Connectivity: Project is progressing through RIBA Stages; the avenue design is currently at RIBA Stage 4. The council awaits a response from Network Rail on the grant agreement and particulars for the design and delivery of the façade works of High Street Station.
- 13.6.4 No projects from the Collegelands Calton Barras sub programme were deferred as part of Revision 10.
- 13.7. **City Centre Enabling Infrastructure Integrated Public Realm (*Amber*)**
- 13.7.1 Glasgow City Council's £123m (£152m including additional member and external contributions) City Deal funded City Centre Enabling Infrastructure Integrated Public Realm (EIIPR) is a quality place-making project that will transform 11 key streets and adjacent areas (or "Avenues") in Glasgow city centre through the introduction of an improved external environment that will rebalance traffic modes, introduce green and SMART infrastructure, and place "people" firmly at the heart of the project vision and design strategy. The EIIPR project will deliver over 11Ha of new public realm, over 7Ha of enhanced public realm, over 5km of new and enhanced cycle tracks, over 9km of new and enhanced walkways, and significant investment in blue/green infrastructure. EIIPR consists of 11 sub-projects.
- 13.7.2 Four sub-projects are **Complete**:
- Sauchiehall Street Avenue Phase 1 (FBC 1): Full scope has been delivered as per the FBC. The project has delivered 800sqm of Blue Green Infrastructure, 1.95Ha of Public realm has been created, 5 Junctions improved and 1Km of Road has been enhanced; and
 - Intelligent Street Lighting (FBC 2) (ISL): Full scope has been delivered as per the FBC. The project has delivered 3,300 LED lamps managed by a CMS system.
 - Holland Street / Pitt Street (FBC 3): Contract has been completed in accordance with the FBC and approved Change Controls.
 - Sauchiehall Street Precinct & Cambridge Street (FBC 4): Contract has been completed in accordance with the FBC and approved Change Controls.
- 13.7.3 Projects currently under construction/awaiting construction start are:
- Argyle Street West (M8 Kingston Bridge to Union Street) (FBC 5): the contract was awarded by Glasgow City Council Contracts & Property Committee on 1st February 2024. Site started on 13 May 2024. Works are progressing along the south side of the street under the Hielanman's Umbrella and on the north side of the street between the Kingston Bridge and Douglas Street. Project is expected to complete in **May 2026** (previously **April 2026**). **Delays experienced due to Central Station/Union Street fire and water main leaks caused by Scottish Water. Project Teams are continuing to work closely with the Council's Traffic Management and Roads Operations teams to accommodate traffic requirements arising from road closures associated with the Central Station / Union Street situation which has changed the progress of work.**
 - Kyle Street / North Hanover Street (FBC): FBC was approved at the CEG meeting on 27 March 2025, and contractor was awarded following this approval. Construction started at the end of May 2025. **Progress is being made on both Kyle and North Hanover Street with footways and raingardens completed.**
 - George Square & Surrounding Avenues (FBC 6): As noted in Revision 10, 2 separate Avenue sub-projects (St Vincent Place Phase 1 and George Steet Phase 1), which are adjacent to George Square, have been merged to allow the procurement of a single contract; this is now re-titled George Square and Surrounding Avenues. The FBC for this project was approved by CEG on 14 May 2025 and the contract awarded also on this date. Substantial construction progress is being made. The granite slabs and paving have been laid. Scaffolding has been erected around the Sir Walter Scott statue **with restoration ongoing. The carriageway works and tree planting is commencing.**
 - Stockwell Street (previously Glassford St/Stockwell St): The FBC was approved by Delegated Authority on 19 December 2025. **The construction start was programmed for March 2026, however this has been paused and is being continuously monitored by the Council's Traffic Management and Roads Operations teams to accommodate traffic requirements arising from road closures associated with the Central Station / Union Street situation which has changed the progress of work. Weekly TROs are being produced to accommodate traffic diversions.**
 - Argyle St East (Union St-Glasgow Cross): The FBC was approved at CEG 12 Feb 2026.

13.7.4 The remaining sub-projects (see below for details and anticipated FBC approval dates) will be delivered as part of the Revision 10 programme:

- Clyde Street – November 2025 (a CCR is expected to restate milestones); **this project has been delayed however it is moving through design stages, with an anticipation to publish the tender in the coming months to allow a late summer site start following the Commonwealth Games.**
- Broomielaw – November 2025 (a CCR is expected to restate milestones); **this project has been delayed. Progress has been made through RIBA design stages, however details are still under discussion with NRS Senior Management Team, SPT and transport companies.**
- George Street Phase 2 (Montrose Street to High Street) – July 2026.

13.7.5 Sub-projects that were identified for deferral are as follows:

- Underline Phase 2 (New City Road);
- John Street;
- St Enoch Square/ Dixon Street;
- Hope Street;
- St Vincent Street Phase 2;
- Cathedral St and Bath Street East;
- Glassford Street
- IFSD West; and
- Elmbank Street and Elmbank Crescent.

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

13.8. Metropolitan Glasgow Strategic Drainage Partnership (*Amber*)

13.8.1 Glasgow City Council's £40m (£51m including additional member and external contributions) City Deal funded Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) Project aims to address a lack of investment in the drainage infrastructure by either removing hydraulic constraints, reducing water entering the sewer system and therefore helping to create drainage capacity and reduce flood risk. Creating capacity in this way will allow new areas of development and regeneration to be brought forward and connect to the drainage system without increasing flood risk to the City. There are 11 drainage projects, including Camlachie Channel Improvement and nine Surface Water Management Plan (SWMP) interventions across the City. Details of the activity underway to deliver the follow-on investment as a result of the City Deal investment requires to be provided by GCC.

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

- Camlachie Burn (FBC 1);
- Cardowan SWMP (FBC 2);
- Hillington/Cardonald SWMP Phase 1: Moss Heights/Halfway Community Park (FBC 3);
- South East Glasgow SWMP (FBC 4);
- Garrowhill/Baillieston SWMP (FBC 5);
- Drumchapel SWMP (FBC 6);
- Hillington/Cardonald SWMP - Phase 2 (Queensland Gardens) (FBC 7): Audit Scotland are using the delivered works as a climate adaption case study; and
- Hillington/Cardonald SWMP - Phase 3 (Penilee) (FBC 8).

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

13.8.4 Revision 10 was approved at Glasgow City Region Cabinet on 5 November 2024 and confirms updated milestones for FBCs due within the next 12 months as below. Finance impact continues to be assessed.

- Eastern Springburn SWMP - Design works continuing, and budget expected to be fully spent. Project remains committed to deliver scope that will be fully defined within the FBC. Timeline is reporting at Amber to reflect the expected delay to submission of the FBC (CS was due to start in late February 2026). Due to the Wheatley Group now aiming to re-visit the wider Red Row masterplan, **there is a requirement to now review the earthworks strategy and any consequential effects upon the location of SUDs provision.** Until this direct third-party dependence is concluded the FBC submission date cannot be defined, **therefore timeline is**

reporting at Amber. A CCR will be submitted in due course once indicative milestones are approved by City Deal Executive Group (CDEG).

- High Knightswood/Netherton SWMP Project remains committed to deliver scope that will be fully defined within the FBC. The **incurred** delay to Eastern Springburn **has** a follow-on impact upon High Knightswood/Netherton FBC delivery, **therefore timeline is reporting at Amber. A CCR will be submitted in due course once indicative milestones are approved by City Deal Executive Group (CDEG).**
- Cockenzie Street SWMP 3rd party grant award to Scottish Water. Project remains committed to deliver scope that will be fully defined within the FBC. The opportunity is for the Council to contribute funding to the core Scottish Water project to provide additional flood storage in Barlanark Park with the associated benefits of creating capacity on the Camlachie Burn downstream from the Park. Design works continuing, and budget expected to be fully spent.. **Timeline is reporting at Amber and a CCR will be submitted in due course once indicative milestones are approved by City Deal Executive Group (CDEG).**

13.9. Clyde Waterfront West End Innovation Quarter (Green)

13.9.1 Glasgow City Council's £121m (£124m including additional member and external contributions) City Deal funded Clyde Waterfront West End Innovation Quarter Project aims to regenerate the Clyde waterfront as an attractive urban quarter that supports high value-added industries and maximises the economic potential of the University of Glasgow and the Queen Elizabeth University Hospital. There are eight thematic headings each of which has further sub elements. Many of the most significant sub-elements are currently progressing with design stages and/or negotiating with key partners/stakeholders.

13.9.2 **Eight** sub-projects are **Complete**:

- Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South) (FBC 1); - adjacent to key heritage assets such as Govan Old, the Pearce Institute and Govan War Memorial and including links to South Bank.
- CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor) (FBC 2); - the project converted vacant lower ground floor of Govan Old Parish Church. Grant award to Govan Heritage Trust.
- Improving Connectivity between GU and QEUH - Active Travel Route (North) (FBC 3);
- Access and Integrity of Waterfront - Tradeston Bridge Refurbishment (phase 1) and Tradeston Links (phase 2) (FBC 4) – scope complete.
- Central Govan Action Plan Project:-Developing the Economic Role of QEUH and Adjacencies - Development Deficit Funding 2 / Central Govan Action Plan - CGAP Development Deficit Funding – Commercial Floor space 1 (Water Row Grant Award) (FBC 6): Scope complete as defined within FBC. All residential units handed over to Govan Housing Association; all six ground floor commercial units have tenants agreed; fit-outs provisionally expected Spring 2025.
- Govan-Partick Bridge (FBC 5): which is a pedestrian/cycle crossing, improving the connectivity between Glasgow University and the Queen Elizabeth University Hospital (QEUH). The bridge formally opened to the public on 7 September 2024. Project is within its contractual 'Operation and Maintenance' period until September 2026. All site acceptance testing signed off in January 2025; very positive levels of pedestrian and cyclist usage recorded. May 2025 saw the one millionth crossing since opening.
- The Developing the Economic Role of Glasgow University including: Byres Road Public Realm Phase 1 (FBC 7). This project delivers active travel and public realm infrastructure. The final small section of public realm has now been completed and FBC outputs are now being reported.
- Developing the Economic Role of QEUH and Adjacencies - Clyde Waterfront Innovation Campus (CWIC) Phase 1: The FBC was approved by Delegated Authority in March 2026. This project will retrospectively award grant funding to the University of Glasgow in relation to enabling the delivery of the new Health Innovation Hub (HIH) in Govan. **The HIH formally opened on 5 March 2026.**

13.9.3 Projects currently under construction are:

- Developing the Economic Role of Glasgow University - Byres Road Public Realm Phase 2 (FBC Addendum) (FBC 8): FBC Addendum was approved by CEG in March 2025. Contract has been awarded and construction began in early August 2025 (working north from completed Byres Road Public Realm Phase 1 works boundary). **Good site progress is being maintained.**

- 13.9.4 Sub-projects with FBC in development are:
- **Access and Integrity of the Waterfront - Custom House Quay / Access and Integrity of the Waterfront - Carlton Place: the project is within the pre-tender design stage. The FBC is expected to be approved at the December 2026 CEG as per Rev.10.**
- 13.9.5 Formal withdrawal of the Windmillcroft Quay sub-project was confirmed as part of approval of the updated Rev. 10 Programme. Subprojects that were identified for deferral are as follows:
- Developing Economic Role of SEC – Finnieston Link
 - Investing in the Strategic Road Network to Unlock Development (M8 Jct.19)
- 13.9.6 The Revision 10 changes to the projected cumulative City Deal spend took effect in Quarter 4 once the Inflation Fund values were approved.
- 13.10. **Inchgreen Project (Green)**
- 13.10.1 Inverclyde Council's (IC) £10m City Deal funded Inchgreen Phase 1 Project is a regeneration project providing utilities and works at the Inchgreen deep-water quay and the surrounding industrial land. The 10.77 ha site is bordered by the River Clyde in the north; the A8 trunk road in the south which links to the M8, Glasgow Airport and Scotland's motorway network; James Watt Dock in the west; and the Inchgreen Drydock in the east. The Strategic Business Case sets out plans to deliver a site for multiple users with an emphasis on marine engineering or marine related activities. The Outline Business Case was agreed by Cabinet on the 1 June 2021. Inchgreen Ph.1 FBC was approved by CEG in March 2022. Peel Ports and the Council have entered the Joint Venture company Inchgreen Marine Park has been set up and registered with Companies House. A change control request was approved at by Cabinet to release funding to allow the purchase of AP Jess site. This improves the marketability of the site. The site is now operational with quay wall being used commercially and there is a lot of commercial interest in the site.
- 13.10.2 As a result of the approval of the reallocation of Glasgow Airport Access Project funds, Inverclyde Council has received approval to develop a New Local Project at Inchgreen currently being named Inchgreen Phase 2. A CCR was approved in Q2 25/26 to vire underspend from Greenock Ocean Terminal to Inchgreen Ph.2 to achieve the full scope as set out in the FBC which **was approved by Delegated Authority in March 2026.**
- 13.11. **Ocean Terminal (Green)**
- 13.11.1 Inverclyde Council's £10m (£20m including additional member and external contributions) City Deal funded Ocean Terminal Project provides a new Cruise Line Terminal including a berthing facility, state of the art visitor centre, gallery and restaurant to boost the number of cruise ship passengers welcomed to Scotland through the facility operated by Peel Ports.
- 13.11.2 The marine works were completed in September 2020. The first cruise passengers started utilising the building and Scotts Greenock opened in June 2023 with the formal opening of the building took place on 25 August 2023. The George Wylie Foundation opened in April 2024. In addition, Peel Ports has officially unveiled their new 'ship to shore' cranes, an investment of £25m in the Port of Greenock which builds upon the Ocean Terminal investment and is linked to the ability to increase the capacity of the Port through the relocation Cruise Ships to Ocean Terminal. The project OBC estimated that over 150,000 passengers could pass through Greenock Ocean Terminal (GOT) delivering £26 million in annual visitor and crew spend to the Scottish economy. A new cruise lease has since been completed for GOT to allow use all year round which will bring 400k passengers to the terminal and GCR.
- 13.12. **Inverkip Project (Green)**
- Inverclyde Council's £4m City Deal funded Inverkip Project involves upgrading of key transport network capacity on the A78 at three locations in and around Inverkip, the development of a new commercial and residential district and the regeneration of vacant and derelict land. The project will facilitate a 650 mixed-use housing development on the former Inverkip Power Station site. Scottish Power has now committed to the project and developing the site by 2041; planning permission in principle was granted in January 2022; The Council is working with Balfour Beatty to do this. The OBC was approved by Cabinet in November 2023. The Council has worked with Balfour Beatty to finalise the design for the junctions, with changes being made to the Brueacre junction, moving from a signalised roundabout to a T junction, agreed in consultation with Transport Scotland. Construction started in March 2025 and all works are now complete including Transport Scotland follow on work to improve surfacing on the road.

13.13. **A8/M8 Corridor Access Improvement Project (Green)**

13.13.1 North Lanarkshire Council's (NLC) £7m City Deal funded A8/M8 Corridor Access Improvements Project will deliver components aiming to enhance connectivity and improve employment and business access to key strategic employment sites from Newhouse to Bargeddie. A8/M8 Corridor Access Improvements OBC (including Orchard Farm Roundabout and Eurocentral Strategic Active Travel) has been approved on 30 August 2022 Cabinet.

13.13.2 This project consists of two sub-projects:

- Orchard Farm (OF) Roundabout - the City Deal element of the project provides a £2.1m funding contribution to the construction of the junction/roundabout by the developer through a funding agreement which will set out the milestones for the delivery of the Mossend International Railfreight Park (MIRP) and conditions of funding and the delivery of agreed outputs and defined benefits. A steering group has been established including the developer, (PD Stirling), NLC and Scottish Enterprise to examine the wider case for intervention and to address the funding gap around the wider infrastructure for MIRP. The New Orchard Farm junction will provide safe and efficient access for commercial operators to the A8 at these sites and for residents and others to access employment. It is therefore recognised by the key stakeholders as vital to securing commercial development interest and associated growth potential in these sites.

There is no change to report against current reporting milestones, however there is a risk that the delivery profile will slip from these milestones. A programme change control will be reported in Q1 26/27 if required. Updated legal opinion on the revised junction proposal was received and has been considered internally by North Lanarkshire Council and discussed with Scottish Enterprise. A Subsidy Control principles assessment will be required. Scottish Enterprise is also taking internal legal and subsidy control advice with regards to supporting the junction and potential wider site road infrastructure. Progress in Q4 25/26 focussed on: continuing dialogue with the MIRP partnership and their consultants and establishing discussions with Scottish Enterprise on possible solutions for the wider site infrastructure ***funding gap***. Action will focus on the following in Q1 26/27: continue dialogue with the MIRP partnership group the revised design solution and approval requirements; ***progressing*** the next steps ***relating to subsidy*** control; further discussions on programme for procurement and construction start/end of the agreed deliverable junction proposal; obtaining updates on investment opportunities and funding for site wide infrastructure within MIRP; further discussions with Scottish Enterprise. The Detailed Design and Contract Document Preparation stages of the project are in progress, being led and delivered by the private sector partnership.

- Eurocentral Access Infrastructure – this comprises 10km of new Active Travel routes that connect local communities with key employment destinations across the A8/M8 corridor such as Maxim, Eurocentral and Newhouse. Importantly, the routes create links from Whifflet Train Station and Bellshill Train Station through local communities to the investment corridor. It is now planned that the project will be designed and delivered in three phases.
- ***All City Deal funded works are now programmed to complete by August 2027. The first works tender package will now be for Phase 1 only. The FBC is to be submitted in June 2026 for Director of Regional Economic Growth to consider, to allow a decision to be made on whether delivery of Phase 2 or Phase 3 is the priority (in terms of cost and benefits realisation) to progress with the remaining City Deal funding allocation. This decision will be made by October 2026, when detailed design of Phase 3 is complete, the tender for Phase 1 will be awarded and work nearing completion. It is aimed to award the Phase 3 detailed design contract in May 2026 for completion by October 2026. A change control has been submitted to allow for this phasing - CCR no. 260407_NLC_057. There is a risk that FBC approval and award of Contract for phase 1 may slip to early July, dependent on whether there is an extended clarification period post tender return and/or contractors request additional time for tender pricing. This will be monitored over the upcoming quarter and updates provided to the PMO regarding FBC submission target. The next phase of the works including anticipated FBC and works programme will be detailed in Q1 26/27.***

Progress in Q4 25/26 focussed on the finalised ***detailed*** designs for phases 1 and 2 and ***completion*** of tender ***package, ready for issue in early April 2026***; progression of phase 3 concept design; commencement of phase 3 detailed design procurement. Action will focus on the following in Q1 26/27: Completion of concept design for phase 3; ***issue*** of tender package for Phase 1 ***and conduction of tender evaluation and identification of a successful***

contractor; Progression of license to occupy discussions for implementation of Phase 1 works; and Award contract for Phase 3 detailed design.

13.14. Gartcosh/Glenboig Community Growth Area Project (Complete)

13.14.1 North Lanarkshire Council's £6m City Deal funded Gartcosh/Glenboig Community Growth Area Project involved the construction of a new link road from Glenboig to Gartcosh Business Park and the upgrade of existing road infrastructure, to provide a link road of local distributor road standard between Glenboig and Junction 2A of the M73 Motorway. Ecological monitoring of mitigation measures (5 years monitoring) for the new link road continues and the wider benefits of the investment monitored and reported accordingly in line with the benefit realisation plan. This is now in year 5 within final monitoring undertaken in Autumn 2023. Delivery of indirect benefits is dependent on the wider planning process for Glenboig/Gartcosh CGA and future marketing and development of Gartcosh Business Park by Scottish Enterprise. Progress in Q4 2025/26 focused on progressing these further discussions with NLC Greenspace Development and NatureScot on the additional mitigation measures, to increase Great Crested Newt usage of wildlife tunnels constructed as part of the project and agree additional monitoring. The requirement for an additional monitoring period is to be established with NatureScot.

13.15. Pan Lanarkshire Orbital Transport Corridor Project (Green)

13.15.1 The £171m (£276m including external and additional member contributions), including inflation Fund monies still to be approved, City Deal and NLC funded Pan Lanarkshire Orbital Transport Corridor Project focuses on improving orbital and Pan-Lanarkshire connections across the City Region with the aim of realising opportunities for commercial and housing development at the Ravenscraig site. The Corridor project consists of 3 components:

- Ravenscraig Infrastructure Access (RIA)
- East Airdrie Link Road; and
- Motherwell Town Centre Interchange.

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

13.15.3 RIA South includes WCML Crossing (FBC 1), New Dual Carriageway Ravenscraig to Motherwell (FBC 2) and Dualling of Airbles Road and Junction Improvements (FBC 4).

- o The WCML Crossing is now **Complete**.
- o Motherwell To Ravenscraig and Airbles Road Improvements (FBC 2 and 4): Progress in Q4 2025/26 includes: consultation with local Elected Members on proposed changes to the design and phasing of the RIA South infrastructure; public consultation on the RIA Value Engineering Review; programming and awarding of enabling works including public utility diversions to enable the main works contract for the Ravenscraig to Motherwell connection. Under a programme of enabling works, a first tranche of works will be carried out including ground works, utilities and ancillary advanced road works. This has been awarded under the council's roads framework **and is progressing**.

Action in Q1 26/27 will focus on progressing the package of enabling works; progress **additional** detailed design for amendments to the Motherwell to Ravenscraig Road Connection; concluding compensation payments for any land taken under GPO for Ravenscraig to Motherwell connection; continue to engage with key stakeholders as enabling works and detailed design progresses; **award and progress detailed design for Airbles Road improvements including phasing strategy; and agree the package of enabling works to support the delivery of Airbles Road improvements.**

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

13.15.5 The East Airdrie Link Road (Green) seeks to provide a new and more direct north-south route between Cumbernauld and the M8, forming the northern half of the Orbital Transport Corridor. Liaison continues with NHS Lanarkshire (NHSL) over the alignment of the EALR in relation to the proposed Monklands Replacement Hospital at Wester Moffat. Approval was secured from the NLC Policy and Strategy Committee in June 2025 to introduce a new east west link, the Towers Road Link (TRL), (subject to further consultation and assessment) to the EALR scope. The TRL is an extension of the route from the hospital junction on the EALR and the approved internal hospital

infrastructure to Towers Road near the junction with Varnsdorf Way. It is approx. 1km in length and includes a bridge and active travel provision. The TRL has been included in the Pre Application Consultation **and in the first (of two) planning applications to support the EALR - Section 1 planning application.** Further information will be provided at Q1 26/27. **It has been agreed (by NLC and NHS Lanarkshire) that two planning applications will be submitted to manage programme, cost pressures and physical interface risks between the EALR and the hospital. The first planning application (Section 1) includes TRL and a section of the EALR from the hospital roundabout, northwards to the A89 Forrest Street. The second planning application (EALR Full Scheme) will cover the whole of EALR including section 1. The first planning application (Section 1) was submitted on 30 January 2026. It is intended that the application for full scheme will be submitted in May 2026.** The progress over Q4 2025/26 continued to be on regular meetings and liaison with consultants for the Stage 3; continued development and implementation of land strategy; continued development of EIA; continued onsite ecological and environmental surveys; further review of project costs; additional GI works undertaken on site; continued stakeholder and landowner engagement **including with Section 1 landowners; submission of Section 1 Planning Application; and the preparation of Full Scheme Planning Application. The £11.2m inflationary City Deal grant funds have also now been approved.** The focus for Q1 26/27 prioritises regular meetings with Stage 3 consultants; conclusion of GI data (including geophysics); continued development and implementation of land strategy; **conclude full scheme** EIA; continue to work with NHS Lanarkshire to better align both projects programmes around planning, funding approvals, project interface and risks; continued review of project costs; continued stakeholder and landowner engagement; programme review; **submission of the full scheme** planning application; **and post submission input to the Section 1 planning application.**

- 13.15.6 Motherwell Town Centre Interchange's Scope and Timeline are now **Complete**. This project consists of an upgrading and reconfiguration of the infrastructure around Motherwell train station to improve access and better facilitate intermodal passenger transport. The design was developed in consultation with ScotRail, who were upgrading Motherwell Station, to ensure an integrated design and delivery programme. The Muir Street Interchange works were complete in May 2023 and work on the Motherwell Rail Station (not CD funded) was completed in June 2023. Progress in Q4 2025/26 focussed on closing out defects correction with the contractor **to enable the new infrastructure to be adopted and commercial discussions on the final account to progress. Some defects correction work has been progressed by the Contractor during March, however some not to a satisfactory standard or not completed. Further road space has been booked in May for the contractor to return to site and to carry out an agreed scope of work. Proposals are still awaited in relation to other defects. Final account will not be settled until outstanding defect correction implemented.**

There has also been a focus on follow on investment in active travel routes. **An external funding bid for construction of a phase directly adjacent to Motherwell Rail Station (for 2026/27 funding) has been submitted to Transport Scotland. An outcome is expected in April/May '26. External funding was secured this financial year 2025/26 for detailed design of Phase 2 of the project, between the rail station and the Bellshill Gateway to Strathclyde Country Park. This commission is progressing well. A further design funding bid has been submitted to Transport Scotland for Phase 2a of the project, which will connect the Motherwell Station Active Travel Links project to the Ravenscraig Infrastructure Access (south) City Deal funded project, from Camp Street to Airbles Road. This phase would provide a critical link between the projects and provide for active travel connectivity between the Ravenscraig Regional Sports Facility, Motherwell town centre and Motherwell Rail Station.**

Over the period, the UK Government have also confirmed the award of £20M over 10 years to an area of Motherwell (including Motherwell town centre) through the Pride in Place Programme. This investment will build on the positive outputs delivered at Motherwell Rail Station and the Muir Street Interchange to deliver further positive regeneration outputs in Motherwell town centre. Follow on investment in Motherwell town centre is evident, with an occupier secured for a new commercial unit constructed at Motherwell rail station. A large vacant commercial unit in Motherwell town centre has been converted for leisure use, with the premises now open. Work has commenced on the redevelopment of Motherwell town hall into 20 flatted units by the council's New Supply Team.

Action in Q1 26/27 will continue to focus on benefits monitoring and identification of windfall benefit outcomes. It is planned to conduct updated Town Centre audits to assess a range of health check indicators including unit vacancy rate. The updated audit data for Motherwell town centre will be compared against the baseline position for the Motherwell Town Centre Interchange Project, as provided within the Full Business Case.

Action will also continue to focus on closing out correction of remaining defects and continuing commercial discussions on the final account; completion of detailed design work for the next phase of the Motherwell Station Active Travel Links project and taking forward further follow on investment in active travel infrastructure, subject to the outcome of external funding bids.

13.16. **Clyde Waterfront and Renfrew Riverside Project (Green)**

13.16.1 Renfrewshire Council's (RC) £99m (£118m including additional member contributions) City Deal funded Clyde Waterfront and Renfrew Riverside (CWRR) Project consists of a new opening bridge in the location of Meadowside Street, Renfrew linked to a new road network which links to Dock Street in the north and the new Renfrew North Development Road (RNDR) to the south. The RNDR runs between Meadowside Street and Argyll Avenue Renfrew to link with Inchinnan Road. The roads and bridge include provision for walking and cycling and enable improved public transport links to the complementary Glasgow Airport Investment Area project.

13.16.2 The formal opening event was held on Thursday 8 May 2025 with the bridge being operational to the public from mid-day 9 May 2025. The Renfrewshire Council bridge operations team are now operating the bridge from the Control room on the South side of the river. They are supported in operation and maintenance by a number of external contracts such as maintenance and linesmen.

13.16.3 Post completion monitoring continues during the 2-year contract defect liability period. **A CCR has been submitted in Q4 25/26 to restate approved scope where there have been standard variances in construction.**

13.17. **Glasgow Airport Investment Area Project (Green)**

13.17.1 Renfrewshire Council's (RC) £39m (£48m including additional member and external contributions) City Deal funded Glasgow Airport Investment Area (GAIA) Project includes realignment of a section of Abbotsinch Road between a point north of Arran Avenue and the existing A8 Inchinnan Road to the west of the existing Bascule Bridge. The project also includes a new vehicular bridge across the White Cart linking the industrial and commercial sites with the realigned Abbotsinch Road and new cycle and pedestrian links between Paisley and Renfrew Town Centres, Inchinnan Business Park, AMIDS and the complementary CWRR project.

13.17.2 The utilities and communications benefits detailed in the FBC have now been delivered. **A CCR has been submitted in Q4 25/26 to restate approved scope where there have been standard variances in construction.**

13.18. **Cathkin Relief Road (Green)**

13.18.1 South Lanarkshire Council's (SLC) £16m City Deal funded Cathkin Relief Road Project has delivered a new 7.3m wide carriageway between the junctions of Cathkin Bypass/Burnside Road and Fernhill Road/Croftfoot Road/Blairbeth Road with a 2m wide footway on the south side and a 3m wide combined cycleway/footway on the north side of the carriageway, with the cycleway tied into existing cycle routes in the area. Wider infrastructure improvements to lock in the benefits have been completed. Road opened to the public in February 2017. Noise Assessment Report was concluded. All claims have now been settled. SLC's Legal Services are currently processing the remaining settlement payments, and these will be concluded shortly. **Three are currently outstanding and these have been issued with relevant paperwork to proceed. The remaining transactions are either awaiting the required paperwork from third parties or awaiting the return of signed documents. The value of these transactions is circa £7.3k. Complimentary handrail and lighting works were undertaken in late March with an estimated cost of circa £60k expected.**

13.19. **Greenhills Road Project (Green)**

13.19.1 South Lanarkshire Council's (SLC) £32m (£36m including Additional Member and External Contributions) City Deal funded Greenhills Road Project involves the widening to dual carriageway of the existing A726 from Calderglen Country Park to the Torrance Roundabout and of Greenhills Road from the Torrance Roundabout westwards to the access to the Langlands development by the addition of 2.75km of new road. The works involve the realignment of existing roads, 3 upgraded junctions, a new 3.2km of walkways, 3.2km of cycling infrastructure and new street lighting, with opportunities taken, if possible, to lock in benefits of the scheme to the wider area. It also includes the introduction of bus infrastructure measures at key locations along the route length, and the improvement of existing junctions along the route length. In addition, the scheme also supports the provision of enhanced active travel infrastructure. The road was opened fully to traffic on 28 June 2022. The remaining minor works and defects have now been completed. The Completion Certificate

has been issued and full financial settlement has been reached with contractor. Overall outturn remains £35.905m and to date expenditure is currently £33.840m. There is also £3.920m of external / additional member contributions (£1.811m already paid) for the remaining compensation claims, monitoring and the remaining complementary works. 51 Part 1 claims have been received and settlements discussions are ongoing (n.b. fees and interest calculations will require to be added once concluded.) The noise report and associated modelling concludes that no properties qualify for an offer of noise insulation therefore there will be zero Part 2 claims. Ongoing measurements of the transport network performance and the collection of traffic data for the road network associated with the project will be assessed on an annual basis.

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

The project includes two key elements:

13.20.1 Stewartfield Way (£30m) - Continuation of proposals to improve transport network capacity at the eastern end of the route (Kingsgate) and the western end of Stewartfield Way (Philipshill). These transportation related improvements would assist in accelerating and encouraging future economic growth across the north of East Kilbride arising from potential developments, including at Kingsgate and Playsport and assist in improving access to the relocated Hairmyres Station / strategic regional park and ride interchange. The OBC was approved by Cabinet on 5 November 2024. ***A final Sourcing Strategy has been agreed, confirming the use of the Scottish Government Framework. Contract specifications are being updated to align with the new Manual of Contract Documents for Highway Works, with completion expected in April 26 and the Early Contractor Involvement contract planned for May 26. Investigation and assessment contracts (drainage, pavement, utilities, and Environmental Impact Assessment) are being prepared for issue in May, enabling summer investigation works expected to last around eight weeks. Transport Scotland has indicated no current plans to progress improvements at the Whirlies roundabout despite modelling suggesting capacity benefits. Additional traffic modelling has been commissioned with consultants and retail stakeholders, with tender issue planned for April 2026. Only minor elements of the project require planning consent; further work is needed to determine appropriate consultation.*** FBC was expected to be secured in early 2027 and construction to complete during 2028/29 with monitoring to follow, however ***a revised programme will be provided in due course.***

13.21. East Kilbride Town Centre £43m (£50m including Additional Member and External Contributions). Significant investment in the town centre will be required to respond to the radical changes in retail habits, the change in ownerships and control of different parts of the town centre. The project seeks to support this with enabling works at the Centre West mall including site enabling, demolition, infrastructure and utility works to support future alternative development proposals contained in the masterplan proposals that were subject of a recent public consultation. The development of a 'Civic Hub' Council facility (incorporating community facilities) will also be progressed. The OBC for the East Kilbride Town Centre Redevelopment Project was approved at the February 2025 Cabinet. All legals have been concluded and Centre West was successfully transferred to South Lanarkshire Council on 31 December 2025. Demolition contractor has been appointed and ***has been on site since January 2026 commencing soft strip and disconnections in preparation for full demolition. Enabling works commenced with new access routes fully in place, design drawings for CDP items completed to reinstate the staircase to allow full access to the shopping centre. Planning Permission in Principle was approved in March 2026. Detailed design of Civic Heart element including a new Town Hall is underway and a two-stage design and build procurement route is being taken forward. The residential layout and massing are in the final stages and preferred procurement route being finalised. The overall programme is still on track to be complete by the agreed timescale.***

13.22. Community Growth Areas (Green)

13.22.1 South Lanarkshire Council's (SLC) £59m (£124m including additional member and external contributions) City Deal funded Community Growth Areas (CGAs) are located in Newton, East Kilbride, Hamilton and Larkhall. The CGAs represent strategic housing land releases in South Lanarkshire that could accommodate up to 7,000 units. The projects aim to deliver new education/community facilities, road improvements, junctions, park and ride facilities and sustainable transport routes (walking and cycling). All OBC are approved (Newton GCA – August 2018, Hamilton GCA - August 2018; Larkhall GCA - August 2019, East Kilbride GCA - August 2018).

13.22.2 Hamilton CGA

Three-sub project elements are **Complete** and are fully operational, delivering economic benefits.

- Highstonehall Road Upgrade Works. The project was completed on time and to budget and is currently fully operational providing access to an area of the CGA to encourage earlier development. The project has provided access to the CGA and supporting the development of new private houses and social houses for rent to date within the western edge of Hamilton which are now being populated.
- The Strathaven Rd/ Woodfoot Rd Transport Corridor. Sub-project is currently fully operational providing access for new housing units within the CGA to transport hubs in the centre of Hamilton and links to Glasgow and beyond.
- The Woodhead Primary School Extension. Sub-project is providing local education facilities within walking distance of the CGA. The project is fully complete and operational.

One project is in delivery:

- Hamilton Road Junctions Improvement (FBC 4,5 and 6) subprojects are the second of a series of junction improvements to facilitate the increased traffic and reduce congestion whilst adding additional green transport amenities. The scheme will provide access from the CGA sites to the Transport Hubs in the centre of Hamilton with its links to Glasgow and beyond. Both sub-projects deliver vital components of the Hamilton CGA project and are a key enabling feature required to help the development of a new residential community on the western edge of Hamilton. Both sub-projects account for £3.175m of the whole CGA project proposal. This contract adds £1.75m to the overall project budget. Contractor has experienced issues with Public Utilities coordination. Works were completed at the Gateside Street / Johnston Road junction in May, the works at the Strathaven Road / Mill Street junction were completed in October and the Woodfoot Road / Highstonehall Road junction were completed in November, all of 2025. Due to the contractor's performance the contract for the remaining phases of the works has been cancelled. The remaining works at Wellhall Road / Woodfoot Road / Hillhouse Road are subject to ongoing programming discussions and it is likely that these works will now take place in summer 2026. **Discussions with Scottish Gas Network (SGN) have continued and a revised alignment for their diversionary work has been agreed in principle. Potential start dates are currently being discussed with SGN and once agreed a full programme can be developed which will include tender/contract award.**
- One sub-project is deferred and replaced:
 - A Change Control Request for Calderside Academy was approved by Cabinet on 19 August 2025 to defer Calderside Academy and replace the project with St Andrews/St Brides High School under East Kilbride Community Growth Area.

13.22.3 Larkhall CGA

- 3 sub-projects are **Complete**:
 - Glengowan Primary School Extension - project completed July 2022.
 - The Larkhall Nursery Extension - the community benefits being realised from this project will be reported in the Glengowan PS Extension PSR.
 - The Lanark Road M74 Signalisation - project covers off site roadworks at the junction of the M74 and the A72 which required to be upgraded with the installation of traffic signals and alterations to the junction layout to minimise queuing and associated congestion which generates higher levels of carbon emissions and poor air quality. The road junction has been opened to the public and the project is now complete.
- Subprojects in development include:
 - Holycross High Extension – the project comprises of a 1,302sqm extension to Holycross High School. This space will include a number of new amenities, not limited to, 4 music classrooms, 2 large practice rooms, 5 small practice rooms, a drama studio, an auditorium/gym, changing rooms and WC's, associated offices and storage spaces. The FBC was approved by CEG in February 2026 **and pre-construction works have begun.**

- Larkhall Leisure Centre (Community Facility) – The project comprises of a 25m 6-lane swimming pool with viewing gallery for swimming lessons and galas, a fitness gym, health suite (sauna and steam room) and a double height fitness and dance studio which can be used for fitness classes and badminton. Community space within the new facility has also been accommodated. In February 2025, the council approved an additional £3.85m towards the project in order to increase the games hall provision within the new facility. The development will be delivered through a phased construction approach, beginning with the partial demolition of the existing leisure centre to create space for the new facility. Construction of the new centre will then take place on the cleared site, located on the grassed area adjacent to the school car park. This approach ensures that key elements of the existing facility can remain in use for as long as possible during the build. Once the new leisure centre is complete and operational, the remaining demolition of the old building will be carried out. The Project Design is currently being finalised. ***The programme and costs are currently under review. It is expected that the report to the Executive Committee for FBC approval may be delayed from 20 May 2026 to 24 June 2026. This could potentially result in a delay in submitting a final FBC to CEG for approval.***
- Merryton Roundabout and Link Road - the FBC **was** expected for approval in May 2026, ***however a CCR is expected to amend the timeline.***
- M74 Works - FBC is expected for approval in September 2026.

13.22.4 Newton CGA

The CGA includes five sub-projects. The interventions are reducing risk and providing greater confidence in an investment return for housing developers, enabling development within 14 years compared to the 22-year timeline in the absence of intervention.

- 3 sub-projects are **Complete**:
 - Newton Farm Primary School was completed and opened on time (August 2017) and within budget providing a key selling point for the new housing development. Demand for school places has been greater than anticipated with its popularity attracting families with children to the CGA and supporting the faster than planned development of the housing delivery. This additional development is needed to support the high number of placements and house purchases by families with children at primary age due to the attractiveness of the school to house buyers.
 - Newton Park and Ride involved the creation of an additional 155 car parking spaces at Newton Rail Station. This project was completed in 2017 on budget and was running at an average of over 90% occupancy prior to lockdown. It has proven very popular with residents out with Newton CGA.
 - Westburn Roundabout sub-project was completed and opened in September 2019 enabling housing developers to deliver the full site capacity of 1,500 units, as opposed to the planning maximum of 1,212 without this enhancement.
- 2 projects are in development:
 - The revised FBC approval date of Uddingston Grammar School was December 2025 and it has been missed. ***A CCR has been submitted with the Q4 25/26 PSR to restate FBC approval to September 2026, with construction starting in October 2026 and ending in March 2027, 4 months earlier than anticipated.***
 - The Sustainable Transport Intervention subproject has missed its FBC submission and approval date. A CCR is awaited to restate milestones. SLC have confirmed they are reviewing the wider requirements on sustainable transport within the CGA and will provide an update on the FBC submission date ***when possible.***

13.22.5 East Kilbride CGA

The project consists of four sub-projects to improve social and physical infrastructure to accommodate the increase in the number of residents (i.e. capacity in education and roads).

- 2 sub-projects are **Complete**:

- Jackton Primary School – provides a new 18 classroom school with associated accommodation including a synthetic pitch and separate toilet block. School opening took place in August 2023.
 - Our Lady of Lourdes Primary School Extension - A CCR was approved introducing this £4.754m project into the EKCGA programme. Construction was completed July 2024 and ready for the new term beginning on 14 August 2024.
- 2 projects are in development:
- Hairmyres Park and Ride - The proposed park and ride site at Hairmyres Rail Station, in conjunction with the proposed relocated rail station located approximately 650 meters west of the existing station, involves the creation of a number of standard and disabled parking bays, provision of an EV community charging hub as well as two new signal-controlled junctions on Redwood Drive and a designated bus loop. It will be a significant addition to East Kilbride's transportation infrastructure and a sustainable solution that will help manage traffic congestion, enhance public transportation options, promote environmentally friendly commuting, and ensure accessibility for all members of the community. The FBC was approved September 2024. The Park and Ride is now open. A number of snagging are currently being undertaken. Electric vehicle charging infrastructure in the south car park is complete. SPEN substation works and EV charging units in the north car park **are currently being completed**. Commissioning of the system is anticipated to be concluded in **May 2026** instead of February. **Parking usage surveys indicated that around 400 vehicles are regularly parked across both car parks.**
 - St Andrews/St Brides High School – A CCR was approved by Cabinet on 19 August 2025 deferring Calderside Academy, replacing the project with St Andrews/St Brides High School in East Kilbride. The FBC **was approved in March 2026 and pre-construction works have begun.**

13.23. Exxon Site Development Project (Green)

- 13.23.1 West Dunbartonshire Council's £30m (£47m including additional member contributions) City Deal funded Exxon Site Development Project will see completion of extensive enabling works at the former oil terminal at Bowling to support the development of the area for commercial and industrial use with works including: 1.95km of new spine road with associated drainage and lighting infrastructure; 1.32km of upgraded existing public road (A814); a new junction on the A82 at Dumbuck with closure of the existing junction; a remodelled junction on the A82 at Dunglass; an enhanced routing of 475m of the National Cycle Network Route 7 in the vicinity of the site; a new underpass of the Glasgow-Dumbarton Railway at the western access to the site; a deck replacement of the railway overbridge at the eastern access to the site; 2ha of public realm created and a further 27ha of public realm enhanced (which is part of the planning condition but out with the City Deal scope); flood mitigation works; environmental mitigation works (but not remediation); site drainage works; and establishment of platforms for development across the site. Collectively these improvements are expected to result in 25ha of land with reduced flood risk and 19ha of vacant and derelict land brought back into use. The project seeks to enable follow-on investment of 25,500sqm of storage/distribution floor space, 9,900sqm of industrial floor space, and 7,860sqm of business floor space.
- 13.23.2 The FBC was approved 8 August 2023. Construction began on 27 January 2025 and is due to complete by October 2027.
- 13.23.3 For the Eastern Overbridge deck demolition, a 54-hour disruptive possession was requested from Network Rail for early April 2026. This was rejected due to other rail operational arrangements, and an alternative disruptive possession was offered for the 22 November 2026 start, which was provisionally accepted by the Council. The delayed start for the bridge deck demolition currently not impacting on overall completion date, however the 33-week delays significantly reduced the contingency in the programme.
- 13.23.4 Western Underbridge construction is completed and its installation was carried out during the 5 days disruptive possession at Christmas 2025. Both proposed Scottish Gas Network main diversions are now completed. The two overpass structures at the west junction are also constructed **with wing walls installed and earthwork upfilling ongoing. The drainage system at the West Junction area is 85% completed. All four Scottish Water diversion works are to be completed by end of March 2026.**

- 13.23.5 ***WDC is exploring opportunities to further the wider Exxon project aspirations and create a community parkland. Design for the river path is nearing completion. The alternative funding source is Transport Scotland's Active Travel Infrastructure Fund Tier 1.***
- 13.24. **Clyde Metro (Case for Investment) (Green)**
- 13.24.1 Clyde Metro aims to provide transformational change for the Glasgow City Region, providing opportunity for all through sustainable, transport led, investment. Fundamental to the programme will be integration to achieve, placemaking, regeneration and densification and enable a healthier and fairer and more prosperous City Region
- 13.24.2 Clyde Metro was a key recommendation from Transport Scotland's national Strategic Transport Projects Review 2 (STPR2 / December 2022) and is included in the National Planning Framework 4 (published Feb 2023). SPT were confirmed in Nov 2023 as the lead and procuring organisation, working in partnership with Glasgow City Council and Transport Scotland (in a project assurance role) for the Case for Investment deliverables which will include a network of route options to improve connectivity to key sites across the Region, including Glasgow Airport. The scope of the Glasgow City Region City Deal Airport Access Programme has been incorporated within the wider development of a Clyde Metro network and delivery phasing options. City Deal funding (£12.155m) was allocated to Metro Case for Investment in December 2023.
- 13.24.3 ***A December 2025 CEG report updated that the GCR PMO had worked alongside SPT to develop proposed amendments to the CFI governance arrangements. These changes would address issues raised in the 2025 Readiness Review and seeks enhance the eight Member Authorities' role in the development of the CFI.***
- 13.24.4 ***The 17 March 2026 Cabinet approved these revised arrangements such that Cabinet members now be recognised as Clyde Metro Project Sponsors for the CFI Stage. The CEG members will now provide executive support to the Cabinet members in their role as Sponsors.***
- 13.24.5 ***SPT will be recognised as lead for all workstreams. Work to date on the CFI has progressed at pace. However, given the emerging scale of the scope of CFI Stage 2 work packages and workstreams and the changes in governance arrangements, it is has become evident that the last timeline of early 2027 is likely to be challenging to adhere to whilst maintaining the high quality of technical work necessary for a programme of the magnitude of Clyde Metro.***
- 13.24.6 ***A strategic programme review completed by SPT concluded a revised timeline and programme capacity to deliver the CFI outputs by early 2027. This was agreed by the Programme Steering Group on 26 August 2024 with no change to CFI scope outputs and current budget provision. Stage 1B consultants are now finished regarding the client advisory support which established the key programme architecture and operating model, and integrated programme schedule / plan.***
- 13.24.7 ***This work should in future inform the wider overall CFI stage 2 programme plan including the regional approach and resource model to progress the transformational programme. A Programme Readiness Group was created in April 2025 with Terms of Reference to ensure the work of Stage 1B continues to be considered and implemented where necessary. This will be superseded by the new governance arrangements.***
- 13.24.8 ***Procurement Exercises have been commenced and awarded by SPT for 7 of the 8 Tenders to support the CFI. These are:***
- ***2A: STAG Appraisal and related Technical Workstreams***
 - ***2B: Strategic Environmental Assessment and Habitats Regulations Assessment***
 - ***2C: Non-Environmental Impact Assessments***
 - ***2D: Business Case***
 - ***2E: Audit***
 - ***2F: Preliminary Engineering Statement***
 - ***2G: Land-use & Housing Assessment Technical Workstream***

The remaining Transformation commission will fall under the new Clyde Metro Place workstream. Timelines are to be advised by SPT in due course.

- 13.1. **Enabling Commercial Space (ECS) (Green)**
- 13.1.1 The Strategic/Outline Programme Business Case for the Enabling Commercial Space Project was approved by the CAB on 25 February 2025. The Strategic/Outline Business Case will be a dynamic document, developed by the PMO and overseen by a Working Group of MA representatives.
- 13.1.2 The project includes three main types of interventions:
- Enabling activity – Investment in infrastructure or platforms that facilitate private sector development of commercial floorspace through follow-on investment;
 - Refurbishment of Existing Buildings – Enhancing the quality, energy efficiency, and lifespan of existing commercial premises; and
 - New Build Construction – Development of entirely new commercial or industrial premises.
- 13.1.3 The selection of shortlisted projects is being undertaken by each Member Authority (MA) through a self-assessment process. Ryden Consultants are supporting the GCR PMO in evaluating each MA's self-assessment.
- 13.1.4 The GCR PMO will update the Strategic/Outline Business Case accordingly as MAs finalise their selections and submit completed self-assessments to the Director of Regional Economic Growth for approval to proceed to Full Business Case (FBC) on behalf of the Cabinet.
- 13.1.5 As of 31 March 2026, **seven** MAs have now completed shortlisting phase and selected projects. These have been approved by DREG under Delegated Authority. Capacity building funds have been unlocked to support these MAs to develop FBCs for their shortlisted projects.
- 13.1.6 Approved self-assessments are as follows:
- EDC: Southbank House (Refurbishment)
 - ERC: Robertson Street Industrial Units (Improvements/Replacement); and Crossmill Industrial Units (New Build)
 - GCC: Lighthouse (Refurbishment); Clyde Waterfront Innovation Campus (Enabling Infrastructure); and Red Dalmarnock X Works (New Build)
 - IC: Inchgreen (New Build); Crescent Street (New Build); Kelburn (New Build); and Ingleston Park (Refurbishment)
 - NLC: Ravenscraig (New Build) Phase 1 and Phase 2; and Westpoint (New Build)
 - RC: Tech Terrace AMIDS (New Build)
 - **SLC: Cathcart Road (New Build); Red Tree Labs, Shawfield Innovation Campus (New Build); and Industrial Unit (Upgrades and Retrofit).**
- 13.1.7 ***ERC have appointed architects to design their Crossmill refurbishment project and held a pre-start meeting in March 2026. A CCR will be submitted to restate milestones once the programme has been agreed.***
- 13.1.8 ***EDC's Southbank House project is progressing their consultant scope and procurement options appraisal preparation. These documents are expected to be issued to EDC's internal City Deal Board in May 2026.***
- 13.1.9 GCC's Red Dalmarnock X Works (New Build) will provide 3,162sqm of modern high specification building premises for High Value Manufacturing/Advanced Manufacturing Precision Engineering. The FBC was approved at the 12 Feb 2026 CEG. ***The Grant Agreement was subsequently finalised and formally signed off by Clyde Gateway and Glasgow City Council in March 2026. Clyde Gateway have awarded their construction contact, with Contractor now in construction mobilisation stage.***
- 13.1.10 ***GCC's Lighthouse Phase 1 'Envelope' works are progressing and on track to be concluded in April 2026. They are funded by GCC Shared Prosperity Funding (£2M secured), carried out by City Building and will address required building fabric repairs. Phase 2 'Sustainability' works - will address heating and functionality of the building and will be funded via City Deal Enabling Commercial Space (ESC).***
- 13.1.11 ***GCC's 3rd project Clyde Waterfront Innovation Campus - CWIC (Phase 2) is developing and is currently at design stage.***
- 13.1.12 4 sites are being progressed as part of the IC's Enabling Commercial Space: Kelburn Phase 2, Crescent Street, Ingleston and Inchgreen. Site clearance works has been undertaken at Kelburn and

Crescent Street to enable Site Investigation (SI) to be carried out in Q4. Early layout discussions have taken place looking at known constraints through the sites. SI will inform layout discussions.

- 13.1.13 NLC's Ravenscraig Phase 1 consists of the development of a multi-let industrial scheme at Ravenscraig totalling 5,797m² across four separate units which will be delivered in two phases by NLC's arm's length development company - Fusion Assets. The FBC was approved by DREG on 5 January 2026 **and construction works have begun.**
- 13.1.14 **RC's Tech Terrace project will be delivered over two phases (2,694sqm) delivered for each phase) at an approximate cost of £9.1m per phase. The first phase will be funded by Buccleuch Property - supported by a grant from Scottish Enterprise. The second phase will be funded by Buccleuch Property and funding from the City Deal Enabling Commercial Space project. Phase 2 project is progressing with detailed design which is underway. It is anticipated that the planning will be submitted in June 2026.**
- 13.1.15 A CCR **was approved** at the March 2026 CEG confirming the revised FBC submission date **for Red Tree Labs. A CCR for Cathcart Road is still outstanding and will detail the council's proposal, subject to appropriate approvals, for City Deal funding support the delivery of a similar project on another site and kickstart the activity identified in the "Response to Industrial Market Challenges" Report recently presented to the Councils Executive Committee.**
- 13.1.16 Appendices 1 and 2 contain any provided business case approval and construction dates.

14. ANNUAL IMPLEMENTATION PLAN UPDATE

14.1. City Deal Annual Implementation Plan Status

- 14.1.1 The Annual Implementation Plan for 2025/26 is attached at Appendix 10. It sets out all of the activities which will be completed by the Programme Management Office and the Support Groups throughout 2025/26 to support the delivery of the City Deal Programme and to ensure compliance with the Assurance Framework and Grant Offer Letter (GOL). Monitoring of the AIP is a condition of the GOL. A brief update on the progress which has been made with each action in the AIP and the status for each action is included at Appendix 10 with updates for the period marked in **bold italic** font.
- 14.1.2 The table below shows one action reporting at Amber relating to business case submission dates being missed.

SUMMARY	City Deal Actions	
Red	0	(0%)
Amber	1	(3%)
Green	17	(46%)
Complete	17	(46%)
Superseded	0	(0%)
Future	2	(5%)
	37	

Appendix 1: PROJECT STATUS UPDATES (RAG STATUS DEFINITIONS IN ENDNOTES)

Table below provides a summary for each project's status. Detailed definitions for Red (R), Amber (A), Green (G), Complete (C) and Future (F) status are provided in the report endnotes. Status and dates shown in **bold italics** have changed from the previous PMO report following approval of a submitted Change Control Request (for status) or notification to the PMO of a change to FBC submission dates. Where a Project element reports at Amber, an explanation of the related issue(s) is provided in the individual Project update section.

Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
INFRASTRUCTURE PROGRAMME											
East Dunbartonshire Council in partnership with Strathclyde Partnership for Transport and Glasgow City Council											
1. Place and Growth Programme	C	C	n/a		G	G	G	F	various	various	
Westerhill Development Road		C	n/a	C	G	G	G	F	Feb 2026	Nov 2027	
A803 Sustainable Travel Corridor		D	n/a	D	n/a	n/a	n/a	n/a	n/a	n/a	
Bishopbriggs Town Centre Regeneration		C	n/a	C	G	G	G	F	Feb 2026	Dec 2026	
East Renfrewshire Council											
2. M77 Strategic Corridor	C	C	n/a		G	G	G	G	various	various	
Levern Works				C	C	C	C	C	Aug 2015	Aug 2016	
Business Boost				C	C	C	C	C	Nov 2017	Mar 2019	
Aurs Road Realignment				C	C	G	G	A	Oct 2023	Mar 2026	
Balgraystone Road				C	C	C	C	C	Mar 2019	Apr 2020	<i>Finance moved to complete Q4 25/26</i>
Balgray Station				C	C	G	G	G	Sep 2024	Oct 2026	
Levern Valley Link				D	D	n/a	n/a	n/a	n/a	n/a	
Balgray Visitor Facilities				C	F	G	A	G	May 2026	Feb 2027	<i>timeline moved to Amber Q4 25/26 due to expected delay to milestones Finance moved to Green Q4 25/26</i>
Glasgow City Council											
3. Canal and North Gateway	C	C	C		G	G	G	G	various	various	
FBC1: Sighthill: Remediation (Contract 1)				C	C	C	C	C	Dec 2015	Nov 2017	
FBC 2: Sighthill Remediation (Contract 2)				C	C	C	C	G	Oct 2016	Apr 2023	
FBC 3: Sighthill: Cowlairs Bridge, Port Dundas, and 100 Acre Hill				C	C	C	C	G	Mar 2018	Jul 2019	
FBC4: NGIWMS - Smart Canal				C	C	C	C	G	Mar 2018	Jun 2019	
NGIWMS: Cowlairs Link				D	n/a	n/a	n/a	n/a	n/a	n/a	
FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Link				C	C	C	C	G	May 2019	Feb 2022	
FBC 7: Sighthill M8 Pedestrian Bridge				C	C	C	C	G	Jan 2020	Jul 2022	
FBC 6: Speirs Lock: Garscube Toll & Links				C	C	C	C	G	Nov 2019	Feb 2022	
Port Dundas: Dobbies Loan				F	G	A	A	G	Dec 2025	Nov 2026	
Port Dundas: Pinkston Access and Remediation				F	G	G	G	G	Dec 2026	Aug 2027	
Gowlairs: Remediation & Servicing				D	n/a	n/a	n/a	n/a	n/a	n/a	
4. Collegelands Calton Barras	C	C	C		G	G	G	G	various	various	
High Street Public Realm and Connectivity				F	G	G	G	G	Jun 2026	Sep 2027	
FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)				C	C	C	G	G	Jan 2025	Jul 2025	

Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved OEG FBC dates	End of construction	COMMENTS
FBC 2: Meat Market Site Remediation				C	C	C	C	G	Jun 2019	Aug 2020	
FBC5: Meatmarket Public Realm and Listed Structures				C	G	A	G	G	Nov 2024	Nov 2026	
FBC 3: Calton Barras Action Plan – Junction Improvements				C	C	C	C	C	Jun 2019	Apr 2020	
FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1				C	C	C	C	G	May 2017	Jul 2018	
5. City Centre Enabling Infrastructure Integrated Public Realm	C	C	C		G	G	G	G	various	various	overall RAG moved from Green to Amber Q4 25/26
FBC1: Sauchiehall Street Avenue				C	C	C	C	A	Dec 2017	May 2019	
FBC5: Block A - Argyle St West (M8 Kingston Bridge – Union Street)				C	G	A	G	G	Feb 2024	Oct 2025	
Block A - Argyle St East (Union Street to Glasgow Cross)				C	G	G	G	G	Feb 2026	Mar 2029	
Block A – St Enoch’s Square – Dixon Street				D	n/a	n/a	n/a	n/a	n/a	n/a	
Block A – Bath Street East-Cathedral Street				D	n/a	n/a	n/a	n/a	n/a	n/a	
Block A - Kyle Street - North Hanover Street				C	G	G	G	G	Mar 2025	Dec 2026	
Block A – New City Road (The Underline Phase 2)				D	n/a	n/a	n/a	n/a	n/a	n/a	
Block A - Sauchiehall Street Precinct & The Underline Phase 4 Cambridge Street				C	C	C	G	G	Jun 2023	Jul 2025	
FBC3: Holland Street/Pitt St				C	C	C	G	G	Dec 2022	Jun 2025	
Block B – Elmbank Street & Elmbank Crescent				D	n/a	n/a	n/a	n/a	n/a	n/a	
Glassford St element deferred. Block B - Stockwell Street				C	G	A	G	G	Dec 2025	May 2027	timeline moved to Amber Q4 25/26 due to Union St fire impact
Block B - Broomielaw				F	G	A	G	G	Nov 2025	Nov 2027	
Block B - Clyde Street				F	G	A	G	G	Nov 2025	Nov 2027	
Block C – Hope Street				D	n/a	n/a	n/a	n/a	n/a	n/a	
Block C – International Financial Services District				D	n/a	n/a	n/a	n/a	n/a	n/a	
Block C – St Vincent Street				D	n/a	n/a	n/a	n/a	n/a	n/a	
Block C – John Street				D	n/a	n/a	n/a	n/a	n/a	n/a	
Block C - George Street Ph. 2 (Montrose Street to High Street)				F	G	G	G	G	Aug 2026	Oct 2028	
FBC2: Intelligent Street Lighting				C	C	C	C	C	Mar 2018	Jun 2019	
Block C - George Square and Surrounding Avenues				C	G	G	G	G	May 2025	Sep 2026	
6. Metropolitan Glasgow Strategic Drainage Partnership	C	C	C		G	G	G	G	various	various	Overall RAG moved to Amber Q4 25/26
FBC 1: Camlachie Burn				C	C	C	C	G	Mar 2017	Jul 2019	
FBC 2: Cardowan Surface Water Management Plan (SWMP)				C	C	C	C	G	Aug 2018	Dec 2019	
FBC 4: South East Glasgow SWMP				C	C	C	C	G	May 2019	Jan 2021	
FBC 3: Hillington/Cardonald SWMP- Phase 1 (Moss Heights/Halfway Community Park)				C	C	C	C	G	Aug 2018	May 2019	
FBC 7: Hillington/Cardonald SWMP - Ph 2 - Queensland Gardens				C	C	C	C	G	Feb 2023	Jul 2023	
FBC 8: Hillington/Cardonald SWMP - Ph 3: Penilee				C	C	C	C	G	Feb 2022	May 2023	
FBC 5: Garrowhill/Ballieston SWMP				C	C	C	C	G	Aug 2019	Nov 2022	

Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
FBC 6: Drumchapel SWMP				C	C	C	C	G	Jan 2020	Mar 2021	
Cockenzie St SWMP				F	A	A	G	G	Nov 2026	Sep 2027	moved from Green to Amber in Q4 25/26. CCR to follow once CDEG approval granted.
Fullerton Avenue SWMP				D	n/a	n/a	n/a	n/a	n/a	n/a	
Eastern Springburn SWMP				F	A	A	G	G	Feb 2026	Aug 2026	moved from Green to Amber in Q4 25/26. CCR to follow once CDEG approval granted.
High Knightswood/Netherton SWMP				F	A	A	G	G	Jun 2026	Dec 2026	moved from Green to Amber in Q4 25/26. CCR to follow once CDEG approval granted.
7. Clyde Waterfront West End Innovation Quarter	C	C	C		G	G	G	G	various	various	
FBC 7: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm Phase 1				C	C	C	G	G	Oct 2022	Jul 2024	
Develop. Econ. Role of GU - Byres Road Public Realm Phase 2				C	G	G	G	G	Mar 2025	May 2027	
Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge				D	n/a	n/a	n/a	n/a	n/a	n/a	
Develop. Econ. Role of SEC/Pacific Quay Gessnock Pedestrian Link				D	n/a	n/a	n/a	n/a	n/a	n/a	
Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link				D	n/a	n/a	n/a	n/a	n/a	n/a	
Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge				D	n/a	n/a	n/a	n/a	n/a	n/a	
Investing in the Strategic Road Network to Unlock Development (M8 Jct19)				D	n/a	n/a	n/a	n/a	n/a	n/a	
GRID - Clyde Waterfront Innovation Campus (CWIC): Site Remediation and Services (*) and Access and Connectivity (#)				C	C	C	G	G	Mar 2026	Sep 2025	
FBC 6: CGAP Water Row Grant Award				C	C	C	C	G	Feb 2022	Jun 2024	
Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding-3 (*)				M	n/a	n/a	n/a	n/a	n/a	n/a	
GRID - Clyde Waterfront Innovation Campus: Access and Connectivity (***) (#)				M	n/a	n/a	n/a	n/a	n/a	n/a	
Developing the Economic Role of Yorkhill Hospital Site				D	n/a	n/a	n/a	n/a	n/a	n/a	
FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm Improvements (Phase 1 and 2)				C	C	C	C	G	Mar 2018	Dec 2019	
CGAP Development Deficit Funding - Commercial Floorspace 1 (**)				M	n/a	n/a	n/a	n/a	n/a	n/a	
FBC 2: CGAP Development Deficit Funding Commercial Floorspace 2 (Govan Old Parish Church)				C	C	C	C	G	Jun 2019	Sep 2022	
Access and Integrity of Waterfront - The Briggait/Lancefield Quay				D	n/a	n/a	n/a	n/a	n/a	n/a	
Access and Integrity of Waterfront - Yorkhill Quay				D	n/a	n/a	n/a	n/a	n/a	n/a	
FBC 8: Access and Integrity of Waterfront - Windmillcroft Quay				D	n/a	n/a	n/a	n/a	n/a	n/a	
Access and Integrity of Waterfront - SEC - Active Travel				D	n/a	n/a	n/a	n/a	n/a	n/a	
Access and Integrity of Waterfront - Custom House Quay and Carlton Place (##)				F	G	G	G	G	Dec 2026	Jan 2029	
Access and Integrity of Waterfront - Carlton Place (##)				M	n/a	n/a	n/a	n/a	n/a	n/a	
FBC 4: Access and Integrity of Waterfront - Tradeston Phase 1				C	C	C	C	G	18/02/2021	Jul 2021	
FBC 4: Access and Integrity of Waterfront - Tradeston FBC addendum				C	C	C	C	G	Oct 2022	Oct 2023	

Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
Access and Integrity of Waterfront – Govan Graving Decks				D	n/a	n/a	n/a	n/a	n/a	n/a	
FBC 5: Improving Connectivity between GU and QEUH - Govan-Partick Bridge				C	C	C	G	G	Nov 2021	Sep 2024	
FBC3: Improving Connectivity between GU and QEUH - Active Travel Route (North)				C	C	C	C	G	Oct 2019	Apr 2022	
Improving Connectivity between GU and QEUH - Active Travel Route (South) (***)				M	n/a	n/a	n/a	n/a	n/a	n/a	
Inverclyde Council											
8. Inchgreen	C	C			G	G	G	G	various	various	
Inchgreen Ph. 1			n/a	C	C	C	G	G	Mar 2022	Mar 2024	
Inchgreen Ph. 2 (New Local Project)			n/a	C	G	G	G	G	Mar 2026	Dec 2026	
9. Ocean Terminal	C	C	n/a		C	C	C	G	various	various	
Marine Works				C	C	C	C	C	May 2019	Mar 2020	Finance moved to complete Q4 25/26
Terminal Building			n/a	C	C	C	C	C	Nov 2019	Feb 2023	
10. Inverkip	C	C	n/a	C	C	C	G	G	Dec 2024	Dec 2025	
North Lanarkshire Council											
11. A8 M8 Corridor Access Improvements	C	C	n/a		G	G	G	F	various	various	
Eurocentral Access Infrastructure (Ph.1)			n/a	F	G	G	G	F	Aug 2026	Dec 2026	restated dates in CCR 260407_NLC_057
Eurocentral Access Infrastructure (Ph.2 or 3)			n/a	F	G	G	G	F	Mar 2027	Nov 2027	sub-project added after CCR approved by CEG 13/5 to change phasing
Orchard Farm Roundabout			n/a	F	G	G	G	F	Aug 2026	Oct 2027	
12. Gartcosh/Glenboig Community Growth Area	C	C	C		C	C	C	G	various	various	
Glenboig Link Road - FBC 1				C	C	C	C	G	Oct 2016	Jun 2018	
Glenboig Link Road - FBC 2				C	C	C	C	G	Dec 2016	Jun 2018	
13. Pan Lanarkshire Orbital Transport Corridor	C	n/a	n/a		G	G	G	G	various	various	
RIA South - FBC WCML Crossing (FBC1)			n/a	C	C	C	G	G	Feb 2022	Aug 2023	
RIA South - New Dual Carriageway Rav to Motherwell (FBC2)			n/a	F	G	G	G	F	Sep 2026	Aug 2027	
RIA North - Dualling of A723 Rav to M8 (FBC3)			n/a	D	n/a	n/a	n/a	n/a	n/a	n/a	
RIA South - Dualling of Airbles Road and Jnct improvements (FBC4)			n/a	F	G	G	G	F	Dec 2027	Mar 2029	
East Airdrie Link Road			n/a	F	G	G	G	F	Apr 2028	Sep 2030	
Motherwell Town Centre Interchange	C	C	C		C	C	G	C	Nov 2021	May 2023	
Renfrewshire Council											
14. Clyde Waterfront and Renfrew Riverside (CWRR)	C	C	C	C	C	C	G	G	Feb 2021	Apr 2025	overall RAG status changed from Green to Complete in Q3 25/26 however the PMO is choosing to remain at Green until finances are complete.
15. Glasgow Airport Investment Area (GAIA)	C	C	C	C	C	C	G	G	Mar 2019	Oct 2022	
South Lanarkshire Council											
16. Cathkin Relief Road	C	C	C	C	C	C	G	C	May 2019	Jan 2017	advised by SLC that expecting financial closure in Q4
17. Greenhills Road	C	C	C	C	C	C	G	G	Aug 2018	Sep 2023	
18. Stewartfield Way/East Kilbride Town Centre	C	C	n/a	F	G	G	G	F	Jun 2026	Oct 2028	
Stewartfield Way Capacity Enhancement	C	C	n/a	F	G	G	G	F	Jun 2026	Oct 2028	

Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
East Kilbride Town Centre (FBC1: Demolition Contract)	C	C	n/a	n/a	n/a	n/a	n/a	F	Aug 2026	Jul 2028	Following CCR no. approved in Q3 25_26 this project is now merged with FBC2 Civic Hub
East Kilbride Town Centre (FBC1: Demolition Contract/FBC2: Civic Hub)	C	C	n/a	F	G	G	G	G	Aug 2026	Jul 2028	
East Kilbride Town Centre (FBC3: Housing Enabling Works)	C	C	n/a	F	G	G	G	F	Aug 2026	Aug 2027	
19. SLC Community Growth Area	C	C	C		G	G	G	G	various	various	
19a. Community Growth Area (CGA) - Newton	C	C	C	0					various	various	
Newton CGA Park and Ride				C	C	C	C	G	May 2017	Dec 2017	
Newton Farm Primary School				C	C	C	C	G	Feb 2016	Aug 2017	
Westburn Roundabout				C	C	C	C	G	Nov 2018	Sep 2019	
Sustainable Transport Intervention				F	A	A	A	F	May 2025	Jun 2026	
Uddingston Grammar School				F	G	G	A	F	Sep 2026	Mar 2027	timeline moved from Amber to Green with approval of CCR in Q4 CEG QPR
19b. Community Growth Area - Hamilton	C	C	C	0					various	various	
FBC1: Woodhead Primary School Extension				C	C	C	C	G	Aug 2018	Aug 2019	
FBC2: Highstonehall Road Upgrade Works				C	C	C	C	G	Nov 2018	Apr 2019	
FBC3: Woodfoot Road Transport Corridor Improvements				C	C	C	C	G	Apr 2019	Dec 2019	
FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)				C	G	A	G	G	Aug 2024	Nov 2025	
FBC5: Wellhall Road/Hillhouse Road Junction (****)				D	n/a	n/a	n/a	n/a	n/a	n/a	
FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions (****)				D	n/a	n/a	n/a	n/a	n/a	n/a	
FBC7: Calderside Academy				D	n/a	n/a	n/a	n/a	n/a	n/a	Deferred as per CCR 250529_SLC_035 approved by CAB 19/8/25
19c. Community Growth Area - Larkhall	C	C	C	0					various	various	
Holy Cross High Extension				C	G	G	G	G	Feb 2026	May 2027	
Glengowan Primary School Extension				C	C	C	G	G	Aug 2021	Jun 2022	
Larkhall Nursery Extension				n/a	n/a	n/a	n/a	G	n/a	n/a	
Merryton Roundabout & Link Road				F	G	A	G	F	May 2026	Dec 2027	Q4 25/26 moved timeline to amber as project has missed FBC milestone
A72 Lanark Road / M74 Signalisation				C	C	C	G	G	May 2023	Jun 2024	
M74 Works				F	G	G	G	F	Sep 2026	Oct 2027	
Community Facility (Larkhall Leisure Centre)				F	G	G	G	F	May 2026	May 2028	
19d. Community Growth Area - East Kilbride	C	C	C	0					various	various	
Park and Ride Facility - Hairmyres				C	C	C	G	G	Sep 2024	Jul 2025	
New Primary School (Phase 1) - Jackton				C	C	C	G	G	Feb 2022	Aug 2023	
Our Lady of Lourdes Primary School				C	C	C	G	G	Nov 2023	Aug 2024	
St Andrews/St Brides High School				C	G	G	G	G	Mar 2026	Feb 2027	
West Dunbartonshire Council											
20. Exxon Site Development Project	C	C	C	C	G	G	G	G	Jul 2023	Oct 2027	
Regional Projects											
21. Clyde Metro Case for Investment	n/a	n/a	n/a	n/a	G	G	G	F	n/a	various	

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved OEG FBC dates	End of construction	COMMENTS
22. Enabling Commercial Space (ECS)										Dec 2025	Dec 2029	
ECS: EDC	Southbank House (Refurbishment)		n/a	n/a	F	G	G	G	F	Feb 2028	Dec 2028	
ECS: ERC	Robertson Street Industrial Units (Improvements/Replacement)		n/a	n/a	F	G	G	G	F	Nov 2026	Oct 2028	
ECS: ERC	Crossmill Industrial Units (New Build)		n/a	n/a	F	G	G	G	F	Jun 2026	Nov 2027	
ECS: GCC	The Lighthouse Ph.2 (Refurbishment)		n/a	n/a	F	G	G	G	F	Sep 2026	Jun 2027	
ECS GCC	Clyde Waterfront Innovation Campus (Enabling Infrastructure)		n/a	n/a	F	G	G	G	F	Oct 2027	Jun 2029	
ECS GCC	Red Dalmarnock X Works (New Build)		n/a	n/a	C	G	G	G	F	Feb 2026	Mar 2027	
ECS: IC	Inchgreen (New Build)		n/a	n/a	F	G	G	G	F	Nov 2026	Dec 2029	
ECS: IC	Crescent St (New Build)		n/a	n/a	F	G	G	G	F	Nov 2026	Dec 2029	
ECS: IC	Kelburn (New Build)		n/a	n/a	F	G	G	G	F	Nov 2026	Dec 2029	
ECS: IC	Ingleston Park (Refurbishment)		n/a	n/a	F	G	G	G	F	Nov 2026	Dec 2029	
ECS: NLC	Ravensraig (New Build) ph. 1	C	n/a	n/a	C	G	G	G	F	Feb 2026	Jan 2027	
ECS: NLC	Ravensraig (New Build) ph. 2		n/a	n/a	F	G	G	G	F	Sep 2026	Nov 2027	
ECS: NLC	Westfield Point (New Build)		n/a	n/a	F	G	G	G	F	Aug 2027	Jun 2028	
ECS: RC	Tech Terrace AMIDS (New Build)		n/a	n/a	F	G	G	G	F	Dec 2026	Dec 2027	
ECS: SLC	Cathcart Road (New Build)		n/a	n/a	F	G	A	G	F	Dec 2025	2029	Timeline Amber as FBC approval date has been missed.
ECS: SLC	Red Tree Labs, Shawfield Innovation Campus (New Build)		n/a	n/a	F	G	G	G	F	Nov 2026	2028	
ECS: SLC	Industrial Unit (Upgrades and Retrofit)		n/a	n/a	F	G	G	G	F	Jun 2026	2027	
ECS: WDC	Lomondside (New Build)		n/a	n/a	n/a	n/a	n/a	n/a	n/a	tbc	tbc	
ECS: WDC	John Knox Street (New Build)		n/a	n/a	F	G	G	G	F	tbc	2027	
ECS: WDC	Ash Road (Refurbishment)		n/a	n/a	F	G	G	G	F	tbc	2026	

Appendix 2: PROJECTS MILESTONE DATES

Member Authority	Main Project	Sub Project	SBC Cabinet Approval Date	OBC CEG Approval Date	OBC Cabinet Approval Date	Augmented OBC CEG Approval Date	Augmented OBC Cabinet Approval Date	OBC Cabinet Consolidated (*)	FBC CEG / Del. Auth. Approval Date	FBC Cabinet Approval Date	Papers Submission Deadline	Award of Contract	Approved Construction Start	Approved Construction End
INFRASTRUCTURE PROGRAMME														
EDC	1. Place and Growth Programme		11/02/2020	Nov 2024	Nov 2024	n/a	n/a	01/11/2024	various	various	various	various	various	various
		Westerhill Development Road							12/02/2026	no date	05/12/2025	Mar 2026	May 2026	Nov 2027
		A803 Sustainable Travel Corridor				-	-	-	no date	no date	06/12/2025	Apr 2026	no date	no date
		Bishopbriggs Town Centre Regeneration							12/02/2026	no date	05/12/2025	Mar 2026	May 2026	Dec 2026
ERC	2. M77 Strategic Corridor		23/06/2015	05/08/2015	18/08/2015	various	various	various	various	various	various	various	various	various
		Levern Works				31/01/2019	12/02/2019	12/02/2019	18/08/2015	18/08/2015	Sep 2015	Oct 2015	Nov 2015	Aug 2016
		Business Boost				as above	as above	as above	30/11/2017	n/a	Feb 2018	Mar 2018	Mar 2018	Mar 2019
		Aurs Road Realignment				28/03/2019	09/04/2019	09/04/2019	25/10/2023	n/a	15/09/2023	Nov 2023	Dec 2023	Mar 2026
		Balgraystone Road				as above	as above	as above	28/03/2019	n/a	Feb 2019	May 2019	Jun 2019	Apr 2020
		Balgray Station				27/07/2023	08/08/2023	08/08/2023	05/09/2024	n/a	25/07/2024	Feb 2025	Jul 2025	Oct 2026
		Levern Valley Link				Oct 2023	Oct 2023	Oct 2023	Sep 2024	n/a	Aug 2024	Oct 2024	Nov 2024	Nov 2025
		Balgray Visitor Facilities				24/10/2024	05/11/2024	05/11/2024	13/05/2026	n/a	20/03/2026	Jun 2026	Jun 2026	Feb 2027
GCC	3. Canal and North Gateway		18/08/2015	02/12/2015	15/12/2015	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
		FBC1: Sighthill: Remediation (Contract 1)							15/12/2015	15/12/2015	Nov 2015	Dec 2015	Dec 2015	Nov 2017
		FBC 2: Sighthill Remediation (Contract 2)							18/10/2016	18/10/2016	Sep 2016	Mar 2017	Mar 2017	Apr 2023
		FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill							29/03/2018	10/04/2018	Feb 2018	Apr 2018	Jun 2018	Jul 2019
		FBC4: NGIWMS - Smart Canal							29/03/2018	10/04/2018	Feb 2018	Jun 2018	Jun 2018	Jun 2019
		NGIWMS: Cowlairs Link							11/08/2022	n/a	17/06/2022	Aug 2022	Aug 2022	Aug 2023
		FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Link							29/05/2019	n/a	Apr 2019	May 2019	Jun 2019	Feb 2022
		FBC 7: Sighthill M8 Pedestrian Bridge							30/01/2020	n/a	13/12/2019	Jan 2020	Mar 2020	Jul 2022
		FBC 6: Speirs Lock: Garscube Toll & Links							28/11/2019	n/a	25/10/2019	Dec 2019	Dec 2019	Feb 2022
		Port Dundas: Dobbies Loan							18/12/2025	n/a	24/10/2025	Feb 2026	Feb 2026	Nov 2026
		Port Dundas: Pinkston Access and Remediation							17/12/2026	n/a	23/10/2026	Feb 2027	Feb 2027	Aug 2027
		Cowlairs: Remediation & Servicing							28/07/2022	n/a	17/06/2023	Aug 2022	Aug 2022	Aug 2023
GCC	4. Collegelands Calton Barras		18/08/2015	30/03/2016	12/04/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
		High Street Public Realm and Connectivity							18/06/2026	n/a	24/04/2026	Aug 2026	Jul 2026	Sep 2027
		FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)							20/08/2024	n/a	26/04/2024	Aug 2024	Jan 2025	Jul 2025
		FBC 2: Meat Market Site Remediation							30/06/2019	n/a	May 2019	Jun 2019	Jun 2019	Aug 2020
		FBC5: Meatmarket Public Realm and Listed Structures							01/11/2024	n/a	Sep 2024	Jan 2025	Feb 2025	Nov 2026
		FBC 3: Calton Barras Action Plan – Junction Improvements							20/06/2019	n/a	01/05/2019	27/06/2019	27/06/2019	18/04/2020
		FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1							24/05/2017	06/06/2017	Apr 2017	Jan 2018	Jan 2018	Jul 2018
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm		18/08/2015	30/11/2016	13/12/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
		FBC1: Sauchiehall Street Avenue							01/12/2017	n/a	Nov 2017	Dec 2017	Jan 2018	May 2019
		FBC5: Block A - Argyle St West (M8 Kingston Bridge – Union Street)							01/02/2024	n/a	22/12/2023	Jan 2024	Mar 2024	Oct 2025
		Block A - Argyle St East (Union Street to-Glasgow Cross)							12/02/2026	n/a	05/12/2025	Feb 2026	Mar 2026	Mar 2029
		Block A - St Enoch's Square – Dixon Street							27/07/2023	n/a	16/06/2023	Sep 2023	Nov 2023	Jan 2026
		Block A – Bath Street East-Cathedral Street							Jan 2025	n/a	Dec 2024	Feb 2025	Apr 2025	Dec 2026
		Block A - Kyle Street - North Hanover Street							27/03/2025	n/a	31/01/2025	Apr 2025	Jun 2025	Dec 2026
		Block A - New City Road (The Underline Phase 2)							23/09/2024	n/a	13/08/2024	Oct 2024	Oct 2024	Jun 2023
		FBC 4: Sauchiehall Street Precinct & Cambridge Street							08/06/2023	n/a	28/04/2023	Jun 2023	Sep 2023	Jul 2025
		FBC3: Holland Street/Pitt St							07/12/2022	n/a	Oct 2022	Dec 2022	Mar 2023	Jun 2025

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		Block B – Elmbank Street & Elmbank Crescent							Feb 2025	n/a	Jan 2025	Mar 2025	May 2025	Nov 2026
		Block B - Stockwell Street							Dec 2025	n/a	Jul 2025	Nov 2025	Jan 2026	May 2027
		Block B - Broomielaw							Nov 2025	n/a	Oct 2025	Mar 2026	Feb 2026	Nov 2027
		Block B - Clyde Street							Nov 2025	n/a	Oct 2025	Mar 2026	Feb 2026	Nov 2027
		Block C – Hope Street							Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028
		Block C – International Financial Services District							Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028
		Block C – St Vincent Street							Sep 2026	n/a	Aug 2026	Oct 2026	Dec 2026	Oct 2028
		Block C – John Street							27/07/2023	n/a	16/06/2023	Aug 2023	Oct 2023	Mar 2025
		Block C - George Street Ph. 2 (Montrose Street to High Street)							06/08/2026	n/a	12/06/2026	Mar 2027	Apr 2027	Oct 2028
		FBC2: Intelligent Street Lighting							29/03/2018	10/04/2018	Feb 2018	Feb 2018	Dec 2018	Jun 2019
		Block C - George Square and Surrounding Avenues							14/05/2025	n/a	14/03/2025	May 2025	Jul 2025	Sep 2026
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership		18/08/2015	03/02/2016	16/02/2016	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various
		FBC 1: Camlachie Burn							29/03/2017	11/04/2017	May 2017	Jun 2017	Jun 2017	Jul 2019
		FBC 2: Cardowan Surface Water Management Plan (SWMP)							02/08/2018	14/08/2018	May 2018	Jun 2018	Jul 2018	Dec 2019
		FBC 4: South East Glasgow SWMP							23/05/2019	n/a	May 2019	Jun 2019	Jul 2019	Jan 2021
		FBC 3: Hillington/Cardonald SWMP- Phase 1 (Moss Heights/Halfway Community Park)							30/08/2018	n/a	Aug 2018	Aug 2018	Sep 2018	May 2019
		FBC 7: Hillington/Cardonald SWMP - Ph 2 - Queensland Gardens							24/02/2023	n/a	Jan 2023	Feb 2023	22/02/2023	Jul 2023
		FBC 8: Hillington/Cardonald SWMP - Ph 3: Penilee							24/02/2022	n/a	Feb 2022	Feb 2022	Feb 2022	May 2023
		FBC 5: Garrowhill/Ballieston SWMP							29/08/2019	n/a	Jul 2019	Aug 2019	Sep 2019	Nov 2022
		FBC 6: Drumchapel SWMP							30/01/2020	n/a	13/12/2019	Feb 2020	Mar 2020	Mar 2021
		Cockenzie St SWMP							05/11/2026	n/a	03/11/2026	May 2025	Oct 2026	Sep 2027
		Fullerton Avenue SWMP							Feb 2023	n/a	Jan 2023	May 2020	Jul 2022	Mar 2023
		Eastern Springburn SWMP							12/02/2026	n/a	05/12/2025	Feb 2026	Feb 2026	Aug 2026
		High Knightswood/Netherston SWMP							18/06/2026	n/a	24/04/2026	Jul 2026	Jul 2026	Dec 2026
GCC	7. Clyde Waterfront West End Innovation Quarter		18/08/2015	30/03/2016	12/04/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
		FBC 7: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm Phase 1							26/10/2022	n/a	16/09/2022	Nov 2022	Jan 2023	Jul 2024
		Develop. Econ. Role of GU - Byres Road Public Realm Phase 2							27/03/2025	n/a	31/01/2025	Apr 2025	Jun 2025	May 2027
		Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay – Expressway Bridge							Oct 2023	n/a	Sep 2023	Nov 2023	Nov 2023	Nov 2024
		Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link							Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2024	Sep 2025
		Develop. Econ. Role of SEC/Pacific Quay – Finnieston Link							09/06/2022	n/a	29/04/2022	Jul 2022	Jul 2022	Jul 2023
		Develop. Econ. Role of SEC/Pacific Quay – Canting Basin Bridge							Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2023	Oct 2025
		Investing in the Strategic Road Network to Unlock Development (M8 Jct19)							Feb 2024	n/a	Jan 2024	Mar 2024	Mar 2024	Mar 2025
		GRID - Clyde Waterfront Innovation Campus (CWIC): Site Remediation and Services (*) and Access and Connectivity (#)							05/03/2026	n/a	30/01/2026	May 2019	May 2019	Sep 2025
		FBC 6: CGAP Water Row Grant Award							03/02/2022	n/a	24/12/2021	Feb 2021	Mar 2022	Jun 2024
		Develop. Econ. Role of QUEUH and Adjacencies – Development Deficit Funding 3 (*)							27/07/2023	n/a	16/06/2023	Sep 2023	Sep 2023	Feb 2025
		GRID – Clyde Waterfront Innovation Campus: Access and Connectivity (***) (#)							Mar 2026	n/a	Feb 2026	May 2026	May 2026	Apr 2028
		Developing the Economic Role of Yorkhill Hospital Site							Aug 2024	n/a	Jul 2024	Sep 2024	Sep 2024	Aug 2025
		FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm Improvements (Phase 1 and 2)							29/03/2018	10/04/2018	Mar 2018	Apr 2018	Apr 2018	Dec 2019
		CGAP Development Deficit Funding – Commercial Floorspace 1 (**)							Nov 2021	n/a	Oct 2021	Dec 2021	Dec 2021	Oct 2022

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		FBC 2: CGAP Development Deficit Funding Commercial Floorspace 2 (Govan Old Parish Church)							20/06/2019	n/a	01/05/2019	Jun 2019	Jun 2019	Sep 2022
		Access and Integrity of Waterfront - The Briggait/Lancefield Quay							Apr-2024	n/a	Mar-2024	May-2024	May-2024	Nov-2025
		Access and Integrity of Waterfront - Yorkhill Quay							Apr-2024	n/a	Mar-2024	May-2024	May-2024	May-2025
		FBC 8: Access and Integrity of Waterfront - Windmillcroft Quay							28/07/2022	n/a	17/06/2022	Aug-2022	Aug-2022	Mar-2024
		Access and Integrity of Waterfront - SEC - Active Travel							Mar-2024	n/a	Feb-2024	Apr-2024	Apr-2024	Apr-2026
		Access and Integrity of Waterfront - Custom House Quay and Carlton Place (##)							17/12/2026	n/a	23/10/2026	Jan 2027	Jan 2027	Jan 2029
		Access and Integrity of Waterfront - Carlton Place (##)							Dec-2026	n/a	Nov-2026	Feb-2027	Feb-2027	Jan-2029
		FBC 4: Access and Integrity of Waterfront - Tradeston Phase 1							18/02/2021	n/a	09/12/2020	Dec 2020	Feb 2021	Jul 2021
		FBC 4: Access and Integrity of Waterfront - Tradeston FBC addendum							28/10/2022	n/a	Oct 2022	Nov 2022	Mar 2023	Oct 2023
		Access and Integrity of Waterfront - Govan Graving Docks							Apr-2023	n/a	Mar-2023	May-2020	Apr-2023	Apr-2024
		FBC 5: Improving Connectivity between GU and QEUH - Govan-Partick Bridge							25/11/2021	07/12/2021	15/10/2021	Dec 2021	Jan 2022	Sep 2024
		FBC3: Improving Connectivity between GU and QEUH - Active Travel Route (North)							31/10/2019	n/a	20/09/2019	17/10/2019	Sep 2020	Apr 2022
		Improving Connectivity between GU and QEUH - Active Travel Route (South) (***)							Aug-2023	n/a	Jul-2023	Sep-2023	Sep-2023	Feb-2025
IC	8. Inchgreen		12/02/2019	28/01/2021	01/06/2021	n/a	n/a	01/06/2021	various	various	various	various	various	various
		Inchgreen Ph. 1				n/a	n/a		17/03/2022	n/a	04/02/2022	Apr 2022	Apr 2022	Mar 2024
		Inchgreen Ph. 2 (New Local Project)				n/a	n/a		04/03/2026	n/a	30/01/2026	Mar 2026	Mar 2026	Dec 2026
IC	9. Ocean Terminal		20/10/2015	27/09/2017	10/10/2017	various	various	various	various	various	various	various	various	various
		Marine Works				29/05/2019	04/06/2019	04/06/2019	29/05/2019	04/06/2019	May 2019	Apr 2019	Jun 2019	Mar 2020
		Terminal Building				28/11/2019	10/12/2019	10/12/2019	28/11/2019	10/12/2019	25/10/2019	Dec 2019	Apr 2021	Feb 2023
IC	10. Inverkip		20/10/2015	27/09/2017	10/10/2017	25/10/2023	07/11/2023	07/11/2023	04/12/2024	n/a	13/09/2024	Dec 2024	Jan 2025	Dec 2025
NLC	11. A8 M8 Corridor Access Improvements		18/08/2015	11/08/2022	30/08/2022	n/a	n/a	30/08/2022	various	various	various	various	various	various
		Eurocentral Access Infrastructure (Ph.1)				n/a	n/a		06/08/2026	n/a	12/06/2026	Sep 2026	Sep 2026	Dec 2026
		Eurocentral Access Infrastructure (Ph.2 or 3)				n/a	n/a		Mar 2027	n/a	Jan 2027	Apr 2027	May 2027	Nov 2027
		Orchard Farm Roundabout				n/a	n/a		06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Oct 2027
NLC	12. Gartcosh/Glenboig Community Growth Area		18/08/2015	25/05/2016	06/06/2016	28/03/2019	09/04/2019	09/04/2019	various	various	various	various	various	various
		Glenboig Link Road - FBC 1							18/10/2016	18/10/2016	Sep 2016	Nov 2016	May 2017	Jun 2018
		Glenboig Link Road - FBC 2							30/12/2016	13/12/2016	Nov 2016	Dec 2016	May 2017	Jun 2018
NLC	13. Pan Lanarkshire Orbital Transport Corridor		18/08/2015	various	various	n/a	n/a	various	various	various	various	various	various	various
		RIA South - FBC WCML Crossing (FBC1)		24/09/2020	06/10/2020	n/a	n/a	06/10/2020	03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023
		RIA South - New Dual Carriageway Rav to Motherwell (FBC2)							17/09/2026	n/a	24/07/2026	Aug 2026	Oct 2026	Aug 2027
		RIA North - Dualling of A723 Rav to M8 (FBC3)							06/06/2024	06/08/2024	26/04/2023	Jul-2024	Oct-2024	Dec-2026
		RIA South - Dualling of Airbles Road and Jnct improvements (FBC4)							Dec 2027	n/a	Nov 2027	Jan 2028	Feb 2028	Mar 2029
		East Airdrie Link Road		Apr 2023	06/08/2024	n/a	n/a	06/08/2024	Apr 2028	n/a	Mar 2028	May 2028	Sep 2028	Sep 2030
		Motherwell Town Centre Interchange		29/03/2018	10/04/2018	29/05/2019	04/06/2019	04/06/2019	03/11/2021	n/a	Sep 2021	Dec 2021	Jan 2022	May 2023
RC	14. Clyde Waterfront and Renfrew Riverside (CWRR)		23/06/2015	30/11/2016	13/12/2016	02/08/2018	14/08/2018	14/08/2018	25/02/2021	06/04/2021	15/01/2021	Mar 2021	Jul 2021	Apr 2025
RC	15. Glasgow Airport Investment Area (GAIA)		23/06/2015	30/11/2016	13/12/2016	29/11/2018	11/12/2018	11/12/2018	28/03/2019	09/04/2019	Feb 2019	Jun 2019	Jul 2019	14/10/2022
SLC	16. Cathkin Relief Road		18/08/2015	02/12/2015	20/10/2015	29/05/2019	04/06/2019	04/06/2019	23/05/2019	04/06/2019	Apr 2019	Feb 2016	Apr 2016	Jan 2017
SLC	17. Greenhills Road		18/08/2015	03/08/2016	18/10/2016	30/08/2018	09/10/2018	09/10/2018	30/08/2018	09/10/2018	Jul 2018	Nov 2018	Mar 2019	Sep 2023

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SLC	18. Stewartfield Way/East Kilbride Town Centre		01/06/2021	various	various	n/a	n/a	various	Jun 2026	n/a	Apr 2026	Jul 2026	Oct 2026	Oct 2028													
		Stewartfield Way Capacity Enhancement														24/10/2024	24/10/2024	n/a	n/a	24/10/2024	18/06/2026	n/a	24/04/2026	Jul 2026	Oct 2026	Oct 2028	
		East Kilbride Town Centre (FBC1: Demolition Contract)													-	13/02/2025	25/02/2025	n/a	n/a	25/02/2025	06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Jul 2028	
		East Kilbride Town Centre (FBC1: Demolition Contract/FBC2: Civic Hub)																			06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Jul 2028	
		East Kilbride Town Centre (FBC3: Housing Enabling Works)							06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Aug 2027													
SLC	19. SLC Community Growth Area		18/08/2015	02/12/2015	15/12/2015	02/08/2018	various	various	various	various	various	various	various	various	various												
SLC	19a. Community Growth Area (CGA) - Newton		18/08/2015	02/12/2015	15/12/2015	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various	various												
		Newton CGA Park and Ride															24/05/2017	06/06/2017	Apr 2017	May 2017	Jun 2017	Dec 2017					
		Newton Farm Primary School															03/02/2016	16/02/2016	Jan 2016	Feb 2016	Feb 2016	Aug 2017					
		Westburn Roundabout															29/11/2018	n/a	Oct 2018	Dec 2018	Mar 2019	Sep 2019					
		Sustainable Transport Intervention															14/05/2025	n/a	14/03/2025	Jun 2025	Jun 2025	Jun 2026					
Uddingston Grammar School		17/09/2026	n/a	24/07/2025	Sep 2026	Oct 2026	Mar 2027																				
SLC	19b. Community Growth Area - Hamilton		28/09/2016	18/10/2016	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various	various	various												
		FBC1: Woodhead Primary School Extension															02/08/2018	14/08/2018	Jul 2018	Aug 2018	Sep 2018	Aug 2019					
		FBC2: Highstonehall Road Upgrade Works															29/11/2018	n/a	Oct 2016	Aug 2018	Aug 2018	Apr 2019					
		FBC3: Woodfoot Road Transport Corridor Improvements															25/04/2019	n/a	Mar 2019	Apr 2019	Jun 2019	Dec 2019					
		FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)															20/08/2024	n/a	Jun 2024	Sep 2024	Jan 2025	Nov 2025					
		FBC5: Wellhall Road/Hillhouse Road Junction (****)															20/08/2024	n/a	Jun 2024	Sep 2024	Oct 2024	Jul 2025					
		FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions (****)															20/08/2024	n/a	Jun 2024	Sep 2024	Oct 2024	Jul 2025					
FBC7: Calderside Academy		14/05/2025	n/a	14/03/2025	Jun 2025	Jul 2025	Jul 2026																				
SLC	19c. Community Growth Area - Larkhall		01/02/2017	14/02/2017	25/04/2019	13/08/2019	13/08/2019	various	various	various	various	various	various	various	various												
		Holy Cross High Extension															12/02/2026	n/a	05/12/2025	Dec 2025	Feb 2026	May 2027					
		Glengowan Primary School Extension															02/08/2021	n/a	18/06/2021	Jul 2021	Aug 2021	Jun 2022					
		Larkhall Nursery Extension															n/a	n/a	n/a	Mar 2024	Mar 2024	Aug 2024					
		Merryton Roundabout & Link Road															13/05/2026	n/a	20/03/2026	May 2026	Jun 2026	Dec 2027					
		A72 Lanark Road / M74 Signalisation															25/05/2023	n/a	28/04/2023	Dec 2023	Dec 2023	Jun 2024					
		M74 Works															17/09/2026	n/a	24/07/2026	Sep 2026	Oct 2026	Oct 2027					
		Community Facility (Larkhall Leisure Centre)															13/05/2026	n/a	20/03/2026	May 2026	Jun 2026	May 2028					
SLC	19d. Community Growth Area - East Kilbride		02/12/2015	15/12/2015	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various	various	various												
		Park and Ride Facility - Hairmyres															04/09/2024	n/a	21/08/2024	05/09/2024	Oct 2024	Jul 2025					
		New Primary School (Phase 1) - Jackton															03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023					
		Our Lady of Lourdes Primary School															03/11/2023	n/a	15/09/2023	Nov 2023	Nov 2023	Aug 2024					
		St Andrews/St Brides High School															04/03/2026	n/a	Jan 2026	Mar 2026	Mar 2026	Feb 2027					
WDC	20. Exxon Site Development Project		18/08/2015	29/03/2017	11/04/2017	31/01/2019	12/02/2019	12/02/2019	27/07/2023	n/a	16/06/2023	Sep 2023	Jan 2025	Oct 2027													
Reg Prj	21. Clyde Metro Case for Investment		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2026													
Reg Prj	22. Enabling Commercial Space (ECS)		25/02/2025	13/02/2025	25/02/2025	n/a	n/a	25/02/2025	various	various	various	various	various	various	various												
		ECS: EDC														Southbank House (Refurbishment)		Feb 2028	tbc	tbc	Mar 2028	Mar 2028	Dec 2028				
		ERC														ERC	Robertson Street Industrial Units (Improvements/Replacement)		05/11/2026	tbc	03/09/2026	Nov 2026	Mar 2027	Oct 2028			
		ERC														ERC	Crossmill Industrial Units (New Build)	-	-	-	-	18/06/2026	tbc	24/04/2026	Jul 2026	Oct 2026	Nov 2027
		GCC														GCC	The Lighthouse Ph.2 (Refurbishment)	-	-	-	-	17/09/2026	tbc	24/07/2026	Oct 2026	Oct 2026	Jun 2027
		GCC														GCC	Clyde Waterfront Innovation Campus (Enabling Infrastructure)						Oct 2027	tbc	tbc	Nov 2027	Jan 2028

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GCC	<u>ECS: GCC</u>	Red Dalmarnock X Works (New Build)							12/02/2026	tbc	24/10/2025	Feb 2026	Mar 2026	Mar 2027
IC	<u>ECS: IC</u>	Inchgreen (New Build)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029
IC	<u>ECS: IC</u>	Crescent St (New Build)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029
IC	<u>ECS: IC</u>	Kelburn (New Build)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029
IC	<u>ECS: IC</u>	Ingleston Park (Refurbishment)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029
NLC	<u>ECS: NLC</u>	Ravensraig (New Build) ph. 1							12/02/2026	tbc	05/12/2025	Feb 2026	Feb 2026	Jan 2027
NLC	<u>ECS: NLC</u>	Ravensraig (New Build) ph. 2							17/09/2026	tbc	24/07/2026	Oct 2026	Nov 2026	Nov 2027
NLC	<u>ECS: NLC</u>	Westfield Point (New Build)							Aug 2027	tbc	tbc	Sep 2027	Nov 2027	Jun 2028
RC	<u>ECS: RC</u>	Tech Terrace AMIDS (New Build)							17/12/2026	n/a	23/10/2026	Jan 2027	Jan 2027	Dec 2027
SLC	<u>ECS: SLC</u>	Cathcart Road (New Build)							18/12/2025	tbc	24/10/2025	Sep 2025	Dec 2025	Sep 2029
SLC	<u>ECS: SLC</u>	Red Tree Labs, Shawfield Innovation Campus (New Build)							05/11/2026	tbc	03/09/2026	tbc	Jan 2027	Apr 2028
SLC	<u>ECS: SLC</u>	Industrial Unit (Upgrades and Retrofit)							18/06/2026	tbc	24/04/2026	tbc	Jun 2026	Jul 2027
WDC	<u>ECS: WDC</u>	Lomondside (New Build)				-	-		tbc	tbc	tbc	tbc	tbc	tbc
WDC	<u>ECS: WDC</u>	John Knox Street (New Build)							tbc	tbc	tbc	tbc	tbc	Sep 2027
WDC	<u>ECS: WDC</u>	Ash Road (Refurbishment)							tbc	tbc	tbc	tbc	2025	Jun 2026

Appendix 3: PROGRAMME RISK REGISTER

Text changed from the previous version are reported in ***Bold Italic***. List of strategic objectives can be found in the endnotes at the end of this document ⁱ

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported ⁱⁱ	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
rsk 0007	24/01/2020	Open	Financial	Public Sector/Partner Funding Availability	RISK: Member Authority and Partner funding contributions do not materialise CAUSE: Pressures on public sector funding from Govt. impacting on capital and revenue budgets along with pressures arising from high interest rates, high borrowing costs and the potential for member authorities not agreeing a balanced budget. Member authority inability to spend grants in required timescales can mean that funding will be lost. EFFECT: Impact on Member Authorities' capital borrowing and revenue funding	G.	PMO-Director of Regional Economic Growth	PMO-Finance Manager	4	4	16	Very High	Treat	Member Authorities must receive local approval for their 14% funding contribution and their own Business Cases prior to submitting this to the GCR PMO for appraisal. Individual Member Authorities assess the priority of their proposed City Deal projects alongside their own wider capital investment programmes for their local area. Debt financing costs will be met from Member Authority resources and be in line with the Prudential Borrowing Code. Member Authorities' financial positions continue to be assessed via quarterly financial monitoring. Project Status Report template has been extended to capture external funding sources for projects and this funding and associated spend is now also being reported to PMO by MAs and reviewed. Member Authorities continue to face increased pressures on their capital programmes. Approval has been granted by the UK and Scottish govts for the reallocation of £64m of unallocated GAAP funds to help address additional project costs and to reduce requirement for Additional Member Contributions. The approval process for this allocation to members is now in progress with WDC / ERC / RC / GCC / EDC / SLC having some or all of their funds added to their business case approvals. <i>PMO is awaiting final changes to be made by NLC to its Inflation Fund submission.</i> The level of Additional Member Contributions continues to increase in order to achieve satisfactory project completion. Delivery Confidence returns submitted 10/10/2025 have not indicated any funding issues across 22 projects.	4	2	8	Medium	28/04/2026	↔
rsk 0009	24/01/2020	Open	Financial / reputational / economic	Deal GVA and Jobs targets not achieved	RISK: Programme GVA and Jobs targets not achieved / Benefit Cost Ratio reduced CAUSE: Potential increased project costs and reduced benefits resulting from impacts of Covid-19 on Project delivery and global macroeconomy. Reduced demand for follow-on investment outputs (e.g. office and residential space due to higher interest rates on mortgages/borrowing costs). Cumulative impact of changes to individual projects' costs (due to inflation/interest rates etc.)/timelines including projects delivery extending beyond 2025 which economic case was modelled upon / operational job requirements reduced due to increasing trend for automation. Potential shifts in demand for office space that reflect the increased prevalence of home-working and hybrid-working employment patterns. EFFECT: reduced grant due to failure to meet Deal Payment by Results targets	A.	PMO-Head	PMO-Head	4	4	16	Very High	Treat	The Programme wide Reprogramming exercise which commenced in Dec 2020 has now concluded. All Member Authorities have now restated their programme finances, scope and timescales. Gateway 2 Review outputs delivered to date show positive progress. Outcomes that were not captured in project OBCs and, as such, are described as 'windfall' were reported for the first time in the QPR for Q1 2024/25 for some projects and included within the Gateway Review 2 evidence reports. The PMO includes windfall outcomes reported by MAs in the QPR to record the outcomes from this unplanned (private sector) investment that are not captured within economics such as project Benefit Cost Ratios (BCRs). The Programme Level BCR remains positive following the submission of MAs' individual Reprogramming Reports. Delivery Confidence returns submitted 10/10/2025 have not indicated any Benefits Realisation issues across 22 projects. <i>Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed by the Regional Partnership Manager. New reporting arrangements will take affect from Q1 2026/27</i>	4	2	8	Medium	28/04/2026	↔
rsk 0010	24/01/2020	Open	Economic / financial	Attraction of follow-on investment	RISK: Failure to attract necessary follow on investment to deliver the economic benefits of the City Deal funded Projects. CAUSE: Poor economic conditions, socio-economic factors including depopulation may be a deterrent for investors in certain areas. The impacts of Covid-19 on the global macroeconomy may impact negatively on investor confidence/activity in the medium to long term. Higher than anticipated interest rates which will dampen housing market demand reduce/slow housing developer investment EFFECT: Projects fail to deliver the economic benefits and follow on private sector investments. Impact on Payment By Result targets	G.	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Transfer	The responsibility for securing follow on investment described in each of the OBCs lies with individual MAs and arrangements for attracting inward investment are appraised by the PMO as part of the business case appraisal process with monitoring on follow on outcomes on a quarterly basis. Commercial Property Demand and Supply study is complete and has informed Gateway 2 Evaluation Report. The UK Govt and Scottish Government have invited GCR to develop a business case for a Regional Investment Zone which may provide further support to City Deal benefits realisation. Investment Zone Gateway 4 submitted to governments end September 2025. IZ Strategic Outline Programme Business Case to be considered Nov 2025 Cabinet and if approved will see additional support for a number of City Deal projects. AMIDs has been selected by UK Government as a Priority Pathfinder project that all bodies with regional arms (including NWF, BBB, GBE, OFI, NISTA) will coalesce around and collaborate to support areas to maximise the potential of these projects. First AMIDs workshop with NWF took place Jan 2026. NWF support requirements for Metro and action plan has now been agreed. <i>Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed by the Regional</i>	4	2	8	Medium	28/04/2026	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported ⁱⁱ	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
														Partnership Manager. New reporting arrangements will take affect from Q1 2026/27						
rsk 0042	15/01/2021	Open	Sustainable Procurement	Achievement of Community Benefits	<p>RISK: The commitments within the Regional Sustainable Procurement Strategy are not implemented by all MAs.</p> <p>CAUSE: Systems, processes, documents, guidance and support made available to MAs for use to maximise opportunities from suppliers and for delivery of benefit outcomes not being adopted and applied consistently by all MAs.</p> <p>EFFEECT: Loss of opportunities in Contracts and Non delivery of Benefit Outcomes.</p>		PMO-Head	PMO-Head	3	4	12	High	Treat	MAs are expected to report the securing and delivery of Community Benefits (CBs) using the Cenefits online reporting tool as set out in the Programme Management Toolkit and this is appraised as part of the business case appraisal process. Four Member Authorities are now using Cenefits for BAU. The PMO continues to report on the performance of MAs in the Quarterly Performance Report. Updated versions of the Buyers' and Suppliers' Guides V7.2 were issued December 2024 including the updated Community Benefits Menu where new points values have been added to accommodate requests on the Community Benefit Hub, extending community benefit to include Tier 2 contract awards to local SMEs, Social Enterprises and Supported businesses and for options for hidden poverty and to incentivise contract awards. Four Member Authorities are now live with the Hub and one is on the process of onboarding. A number of anchor organisations have now joined the Hub as part of Phase 2 roll-out. The third annual review of progress towards the Action Plan was presented to 13 Feb 2025 Regional Partnership meeting, at their meeting on 27 Nov 2025 PSG approved submission to the Regional Partnership on 6 August a lighter-touch approach agreed, focusing only on actions with a clear regional role.	3	2	6	Medium	28/04/2026	↔
rsk 0003	14/11/2017	Open moved from Issue Log (is_0013)	Professional	Submission of Incomplete Business Cases by MAs	<p>RISK: Impact on project delivery</p> <p>CAUSE: Some business cases are submitted to the PMO by MAs either late and/or incomplete. This causes a significant challenge to the PMO in appraising the Business Case within the timescale and potentially compromises the quality of the appraisal and the recommendation made to CEG and Cabinet.</p> <p>EFFEECT: The submission of late and/or incomplete business compromises the business case approval process and the outsourcing of reviewers to form the appraisal team. .</p>	N/A	PMO-Head	PMO - Programme Mgr	3	3	9	Medium	Treat	Additional guidance on business case submission process has been included within the Programme Management Toolkit. Audit of compliance with business case submissions completed and approved at 02/06/2020 Cabinet. Follow-up actions from the Audit successfully completed. Scheme of Delegation approved by CEG and Cabinet in August 2020 giving permission for Director of Regional Economic Growth to approve compliant FBCs below £4.5m which are aligned to approved OBC. Member Authorities providing presentation of business cases to PMO at time of submission resulting in fewer 'partly compliant' ratings in business case appraisals/fewer resubmissions of each business case. The Incoming Document Tracker being trialled by the PMO is a new mechanism to record and track the series of actions in the business case appraisal process including presentations and revisions. Green Book training completed by PMO and Lead Officers May 2024. Appraisal Table has been reviewed and updated by the PMO for issue to Lead Officers' Group following completion of Green Book training in 2024. All Outline Business Cases have now been approved. More than 50% of Full Business Cases have now been approved.	3	1	3	Low	28/04/2026	↔
rsk 0008	24/01/2020	Open	Socio-Political	Political and public support for City Deals / Growth Deals	<p>RISK: Loss of political and/or public support for the City Deal</p> <p>CAUSE: Political decisions / change in policy priorities / local opposition to individual projects. 2024 General Election/ new legislation</p> <p>EFFEECT: City Deal/Growth Deal Programme funding impacted / negative public perception of Deal projects</p>	G.	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Treat	Maintain support for City Deal through ongoing communication with governments, key stakeholders and public regarding Deal benefits. Regular updates on Programme and Project progress are issued via media / social media. A Programme Communication, Marketing and Engagement Strategy in place. Forward plan of comms activity for key milestones. Progress and relevant matters including FOIs and journalist enquiries are raised / discussed at each GCR Comms Group and considered in relation to likely media interest, planned media releases and coverage. National Planning Framework 4 references Metro project as national priority. GCR engaged in a Scotland Office-led review of Growth Deals and the next steps for growth deals across Scotland. The PMO is developing a political engagement strategy/elected member briefings. Findings from Gateway Review 2 reports produced to date show support remains high for the Deal. The Gateway 2 Approval Letter was received June 2025. Both governments expressed their ongoing support for the Glasgow City Region Deal and recognised the significant progress at the Annual Conversation 2025. Both government continue to commit additional funding to City Deal project sites to address viability gaps. Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed by the Regional Partnership Manager. New reporting arrangements will take affect from Q1 2026/27	2	2	4	Low	28/04/2026	↔

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rsk 0013	24/01/2020	Open	Environmental	Sustainability, efficient use of natural resources and Climate Change	<p>RISK: Failure to address sustainability and efficient use of natural resources and Climate Change including failure to produce energy consumption savings and reducing emissions.</p> <p>CAUSE: MA not considering sustainable solutions and not including the relevant expertise in the design and delivery of the programme.</p> <p>EFFEECT: MAs not fulfilling commitments to residents. Council fails to meet Carbon Reduction or Climate Change Targets.</p>	D.	PMO-Head	PMO-Head	3	2	6	Medium	Treat	The annual update report on the Sustainable Procurement Strategy and the updated Action Plan for 2024/25 was approved by Regional Partnership December 2024. The GCR has been working closely with the Scottish Government in relation to carbon accounting for City Deal projects. A Carbon Categorisation section has been added to the Project Status Report capturing control and influence categorisation. Programme Manager attending Scottish City Deal Decarbonisation Working Group. Lead Officers undertook a carbon classification exercise for all their projects in accordance with the Scottish City Region and Growth Deals Carbon Management Guidance for Projects and Programmes and in October 2022, the Sustainable Development Manager of the Scottish Government received the carbon categories for 111 subprojects. The Scottish Government's Sustainable Procurement Tools are fully embedded in the refreshed Buyers Guide that was signed off by PSG 13 July 2023. The Sustainable Development Manager at SG delivered a session on the "Application of PAS 2080 in Difficult Circumstances" in Oct 2023 for all project managers. PMO submitted a revised Carbon Accounting summary to the SG end Nov 2023. Programme Manager attended and presented on implementation of the Scottish and UK Government Carbon Management Guidance for Projects and Programme at the ICE Scotland PAS 2080 on 29 August 2024. Decarbonisation technical director at WSP presented to PSG meeting on 25/07/2024 about Contracts, climate change & Infrastructure. Further Carbon Management training was delivered by the Scottish Government on 9/9/25 with PMO and Lead Officers in attendance. Revised Carbon Management Guidance has been issued by governments in March 2026. The PMO will update the Appraisal Template to align with the revised guidance.	2	2	4	Low	28/04/2026	↔
rsk 0001	24/01/2020	Open	Finance	Programme Spend behind Planned Grant Payment Schedule	<p>RISK: Programme does not meet forecasted spending profile set out within the annual forecast submitted to Scottish Government as required by the Grant Letter. Programme may fail to spend and therefore claim all City Deal monies by 2035 deadline.</p> <p>CAUSE: Programme delay due to Member Authorities (MAs) and other agencies upon which they have a dependency (e.g. Transport Scotland/NHS) failing to deliver projects and spend as planned as a result of delays with approvals/business case development etc.</p> <p>EFFEECT: Programme may underspend against grant receipt and impact upon release of future tranches of investment funding. Programme may fail to spend all UK and Scottish Govt funds by deadline with this investment and economic benefits lost to the Region's economy.</p>	N/A	PMO-Head	PMO-Finance Manager	4	3	12	High	Treat	FSG continue to monitor actual spend compared with projected spend each quarter. GCR continues to spend ahead of grant receipt and has absorbed accelerated funds of £65m in 2020/21 and £32m in 2021/22. Expenditure is currently running £157m above grant awards with £15m still to be paid from 24/25 and £60m per annum in subsequent years. Delays with the development of the Strategic Transport Project Review (STPR2) Delivery Plan had heightened the risk that Glasgow Airport Access Project funding may not be able to be spent and claimed by required timescales. Reallocation of GAAP funds has now been approved by governments with spending plans developed. Projected spend forecasts remain ahead of grant receipt. Projects have been identified and some sums already approved for members to spend the sums reallocated from the Airport Access Project. Emphasis has been placed on construction end dates for members as there have been many delays to projects over the programme thus far. Ensuring the projects meet their projected spend profile will also ensure the project spend is achieved and there are no major overspends or even underspends resulting from incomplete projects. Inverclyde Council's Change Control Request seeking to vire the remaining funds from Ocean Terminal to Inchgreen Phase 2 project was approved Nov 2025 Cabinet, with this concluding the allocation of all City Deal funds.	3	1	3	Low	28/04/2026	↔
rsk 0004	24/01/2020	Open	Financial	Alignment with new / emerging policies and investment programmes	<p>RISK: Misalignment of City Deal objectives with emerging National, Regional and Local Strategies (i.e. Local Transport Strategies, Strategic Transport Projects Review (STPR2), Rail Investment Strategy etc.) investment plans (e.g. of public utilities) and Climate Change.</p> <p>CAUSE: Programme Assembly exercise undertaken in 2013/14 under differing policy priorities. Dependencies on other agencies not managed. Additional requirements in carbon management.</p> <p>EFFEECT: Reduced ability to access external funding aligned to new/emerging policy priorities and missed opportunities to leverage additional public/private sector investment.</p>	G.	PMO-Head	PMO-Head	4	3	12	High	Treat	Commitments from Cabinet to contribute to new / emerging policy priorities including Inclusive Growth and Tackling Poverty. Government announcement in January 2020 of Clyde Mission, a new initiative of national importance which will include a number of City Deal projects within its geography. £10 million of funding for Clyde Mission projects announced in Summer 2020 with successful applicants confirmed Jan 2021. National Planning Framework 4 references Metro project as national priority. Clyde Mission was migrated to the GCR August 2023 to lead delivery. Transport Scotland's STPR2 Phase Two report has sifted in Metro project to progress to business case development. City Deal Community Benefits approach supports aspirations within Scottish Government's Community Wealth Building Bill. The UK Govt and Scottish Govt have invited GCR to develop a business case for a Regional Investment Zone which may provide further support to City Deal benefits realisation. IZ Strategic Outline Programme Business Case to be considered Nov 2025 Cabinet and if approved will see additional support for a number of City Deal projects. AMIDs has been selected by UK Government as a Priority Pathfinder project that all bodies with regional arms (including NWF, BBB, GBE, OFI, NISTA) will coalesce around and collaborate to support areas to maximise the potential of these projects. First AMIDs workshop with NWF programmed for Jan 2026. NWF support requirements for Metro and action plan has now been agreed. First AMIDs workshop with NWF took place Jan 2026. NWF support requirements for Metro and action plan has now been agreed.	3	1	3	Low	28/04/2026	↔

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														Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed by the Regional Partnership Manager. New reporting arrangements will take effect from Q1 2026/27						
rsk 0002	24/01/2020	Open	Finance	Green Book Compliance	<p>RISK: Inadequate implementation of Green Book methodology resulting in challenges to Business Case approvals made by CEG/Cabinet</p> <p>CAUSE: MAs submitting non-compliant BCs and external consultancies/PMO failure to appraise BC in compliance with Green Book.</p> <p>EFFECT: Loss of grant, further work on business cases, requirement to re-assess and approve existing Projects.</p>	N/A	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Treat	<p>OBC Augmentation Process completed with input from economic consultants. Guide to completing Economic Impact Assessments created by economic development consultants and included within Programme Management Toolkit. PMO continues to review business cases to ensure they comply with Green Book. Internal Audit completed a review of Business Cases appraisal process during 2019/20 with management improvements agreed and incorporated into PMO workplan. Further round of Green Book Training attended by 60 staff from PMO staff and MA Project Managers during August 2021. Subsidy control and Carbon Accounting training delivered for PMO/LOG Feb 2022 and engagement with the Scottish Government on Carbon Accounting is ongoing. Preparation of a carbon accounting workbook circulated amongst the MA and comments received back from all the MA with the exception of IC. During the Carbon Categorisation meetings carried out throughout August/September 2022 with Lead Officers, Project Managers and Carbon Officers, the Sustainable Development Manager of the Scottish Government has reiterated the need to follow and comply with the Green Book guidance for Carbon accounting. Green Book training completed by PMO and Lead Officers May 2024. Appraisal Table has been reviewed and updated by the PMO for issue to Lead Officers' Group following update of PMT in August 2025.</p> <p><i>The PMO and the Intelligence Hub are currently reviewing the implications of the recent changes to the Green Book for our Business Case appraisal process. This includes assessing how the updated guidance affects the structure and content of the Five Case Model, new requirements around value for money assessment etc. The review will identify any necessary adjustments to existing templates, assurance processes and governance arrangements to ensure continued compliance with HM Treasury requirements and alignment with best practice appraisal standards.</i></p>	2	1	2	Low	20/04/2026	↔
rsk 0005	24/01/2020	Open	Financial / reputational	Governance procedures are not fit for purpose	<p>RISK: Governance processes and procedures are not fit for purpose impacting on Gateway Review success</p> <p>CAUSE: Assurance Framework not providing full coverage of all governance requirements. PMO/MAs not complying with Framework.</p> <p>EFFECT: Potential for non compliance with Grant Agreement conditions leading to claw back of funding/negative audit reports and fraud. bribery etc.</p>	N/A	PMO-Head	PMO-Head	3	2	6	Medium	Treat	<p>The City Region Programme Management Office report to CEG and Cabinet (i.e. the Quarterly Performance Report and the Interim Performance Report) now include updates on the progress with the Annual Implementation Plan (AIP). A refresher on the PMT for all MAs carried out in August 2021. The PMO meets with each MA each quarter ahead of programme management reporting and also meets with MA project teams for business case presentations. PMO continues to reinforce Audit Report requirements with Lead Officers at LOG Meetings. The Assurance Framework has been updated and shared with governments and Lead Officers for comment in April 2025. The Programme Management Toolkit (PMT) will be updated to reflect AF amendments and issued July 2025. Gateway One approval received May 2020. Gateway Review 2 process completed. The Gateway 2 Approval Letter was received June 2025. A new tool has been developed to support prospective assessment of delivery confidence.</p>	2	1	2	Low	28/04/2026	↔

Appendix 4: PROGRAMME ISSUES LOG

Text changed from the previous version are reported in ***Bold Italic***. List of strategic objectives can be found in the endnotes at the end of this document.

Issue Ref:	Date Raised	Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholders	Target / Timescale	Priority	Status	Date Checked
is_0038	15/01/2021	Delivery	PMO-Director of Regional Economic Growth	PMO - Head of Programme Management Office	City Deal Project Cost Increases	The Project Cost of the CD Project has considerably increased	<p>ISSUE: cost of energy and material cost impacted by international situations</p> <p>CAUSE: various international conflicts and unrest including the Ukrainian (gas, oil, price increases increasing construction material prices containing petro-carbons or are very energy-intensive to manufacture (such as steel, aluminium etc). Labour remains a significant driver of project costs, with increases to employers' National Insurance Contributions and the National Living Wage contributing to an expected 7.1% annual increase in the BCIS Labour Cost Index in 2Q2025. The index is forecast to increase overall by 16% through to 2Q2030. Disruption to flow of goods through Strait of Hormuz.</p> <p>EFFECT: negative impact on scope, project timescales and costs.</p>	<p>In early 2020, members of the Scottish PMO Network have submitted a letter to UK and Scottish governments outlining the risks to project costs and have asked for flexibility in project delivery including rescoping projects. SG accepted there would need to be changes to the projects, especially around the older deals where funding may now be insufficient to what was previously approved. This would require projects to be rescope, and some may no longer be feasible. Lessons Learned exercise has been undertaken to record how cost increases have been mitigated/managed at MA level. A report was approved by the November 2024 Cabinet regarding the increased costs faced across the Programme and a proposal to reallocate uncommitted City Deal funds to support existing projects with these additional costs. The proposals were approved by UK and Scottish Govts Dec 2024. MAs have submitted evidence and rewritten project Executive Summaries to back-up the planned additional funding. Evidence of inflation costs have now been approved for WDC, EDC, RC, SLC and GCC (partial - one of three projects) unlock reallocated funds. <i>PMO is awaiting final changes to be made by NLC to its inflation fund submission. A small number of City Deal projects have received early warnings from their contractors. These are being addressed on a case-by-case basis including additional clauses being added to contracts to agree how any increased cost due to the flow of goods through the Strait of Hormuz will be addressed. Knowledge on potential mitigations is being shared via the Procurement Support Group meetings. No increase to project costs have been reported in Q4 2025/26 returns.</i></p>	PMO / MA	Ongoing	Low	Open	28/04/2026
is_0039	09/03/2021	Delivery	PMO-Director of Regional Economic Growth	PMO - Head of Programme Management Office	Lack of contractors/competition for contracts	Contractors can currently pick and choose what to bid for due to the growth and volume of construction market	<p>ISSUE: Failure to secure interest in the Project from bidders and failure to retain bidders.</p> <p>CAUSE: Fewer bidders for future contracts and/or contractors' unwillingness to carry financial risk. Construction inflation costs impacting on tender costs/contractor appetite to bear financial risk.</p> <p>EFFECT: Lack of competition leading to higher cost. Increased Project cost (impact on NPV), delay in Project delivery.</p>	<p>At Q3 2025/26 Projects continue to mitigate challenging market conditions through early affordability clarity with bidders, soft market testing at OBC stage, and scope and specification refinement, including value engineering where required. Procurement lessons learned are actively managed through a standing agenda item at Procurement Support Group (PSG), with updates reported to the Lead Officers Group (LOG), and supported by a maintained regional Lessons Learned Log (to December 2025). Market intelligence confirms contractors retain significant leverage, with ongoing pressure to transfer risk to Member Authorities; mitigations include alternative procurement routes, negotiated procedures, revised contract clauses and improved specification clarity. Framework availability remains an issue for some MAs, requiring local alternatives in specific cases; however, no failed procurement exercises were reported in Q2 or Q3 2025/26. Ongoing supplier engagement, including Meet the Buyer events and quarterly PSG review, continues to monitor and manage market risk. <i>Procurement Support Group has agreed to update the contract pipeline for sharing at the Supplier Development Programme in June 2026.</i></p>	PMO / MA	Ongoing	Low	Open	28/04/2026

Table 5.1: Outputs Reporting by Category

Outputs	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Gateway Review 3 (2029)	% Delivered to Programme End (2035)
Assembly and Leisure (Class 11) [sqm]	0.00	1,655.00	4,226.00	(40.99%)	(39.16%)
Blue Green Infrastructure [sqm]	0.00	338,264.92	305,832.30	(130.74%)	(110.6%)
Bridges (Pedestrian/Cycle) and Underpasses (Enhanced) [no.]	0	4	4	(100%)	(100%)
Bridges (Pedestrian/Cycle) and Underpasses (New) [no.]	1	4	6	(100%)	(66.67%)
Bridges (Road/Rail) and Underpasses (Enhanced) [no.]	0	0	1	-	-
Bridges (Road/Rail) and Underpasses (New) [no.]	2	6	15	(120%)	(40%)
Bus Lanes (Enhanced) [km]	0.00	0.00	0.00	-	-
Bus Lanes (New) [km]	0.00	0.08	0.08	(100%)	(100%)
Cycle Routes (segregated) (Enhanced) [km]	0.29	1.54	2.53	(60.79%)	(60.79%)
Cycle Routes (segregated) (New) [km]	1.96	31.97	50.35	(67.03%)	(63.5%)
Cycle Routes (shared) (Enhanced) [km]	0.00	0.05	1.99	(125%)	(2.51%)
Cycle Routes (shared) (New) [km]	0.00	1.38	21.66	(21.63%)	(6.37%)
Development Platform (Gross External Area) [sqm]	0.00	0.00	15,700.00	-	-
Dredging [cbm]	0.00	445,135.00	445,135.00	(100%)	(100%)
Financial, Professional and Other Services (Class 2) (New) [sqm]	0.00	0.00	0.00	-	-
General Industrial (Class 5) (Enhanced) [sqm]	0.00	0.00	2,648.00	(0%)	-
Ground Remediation [cbm]	0.00	1,191,289.75	1,200,011.50	(99.27%)	(99.27%)
Junctions / Crossings (Enhanced) [no.]	6	58	136	(60.42%)	(42.65%)
Junctions / Crossings (New) [no.]	2	17	34	(106.25%)	(50%)
Lighting (Enhanced) [no.]	11	132	216	(136.08%)	(61.11%)
Lighting (New) [no.]	20	110	254	(113.4%)	(43.31%)
Non-residential Institutions [Class 10] (Enhanced) [No.]	0	3	4.00	(300%)	(75%)
Non-residential Institutions [Class 10] (New) [No.]	0	3	5.00	-	(60%)
Non-residential Institutions [Class 10] [sqm]	0.00	10,988.00	13,099.00	(83.88%)	(83.88%)
Parking spaces (Enhanced) [no.]	0	0	6	-	-
Parking spaces (New) [no.]	0	735	873	(393.05%)	(84.19%)
Parking Spaces for Bikes [no.]	0	24	64	(120%)	(37.5%)
Parking spaces for Electric Vehicles' (Evs) Charging [no.]	0	97	132	(404.17%)	(73.48%)

Outputs	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Gateway Review 3 (2029)	% Delivered to Programme End (2035)
Pedestrian Routes (Enhanced) [km]	0.00	3.71	15.75	(18.59%)	(23.53%)
Pedestrian Routes (New) [km]	0.66	42.53	38.71	(123.66%)	(109.85%)
Public Realm (Enhanced) [Ha]	0.00	12.86	21.47	(68.89%)	(59.91%)
Public Realm (New) [Ha]	0.00	22.49	25.85	(83.64%)	(87.01%)
Quay/Dock/Pontoon (Enhanced) [m]	0.00	650.00	650.00	(100%)	(100%)
Quay/Dock/Pontoon (New) [m]	0.00	200.00	200.00	(100%)	(100%)
Rail Stations (Enhanced) [no.]	0	0	0	-	-
Rail Stations (New) [no.]	0.00	0.00	1.00	-	-
Railtrack (Enhanced) [km]	0.00	0.00	0.00	-	-
Railtrack (New) [km]	0.00	0.00	0.00	-	-
Road (Enhanced) [Km]	1.02	13.74	38.55	(48.44%)	(35.63%)
Road (New) [Km]	0.00	15.65	34.52	(79.12%)	(45.34%)
Trees [no.]	9	12	27	(50%)	(44.44%)
Visitor centres (New) (FS_13) [no.]	0	0	0	-	-

Table 5.2: Outputs Changes in period

MA	PROJECT	Output Reference	Benefit Output/Outcome	Estimated Project Benefit by 2035	Project Benefits Delivered by 2029	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
EDC	Bishopbriggs Town Centre	ENV_01_CD	Blue Green Infrastructure [sqm]	110.00	110.00	0.00	0.00	Green	Added targets to 2035 and 2029 following approval of FBC on 12/02/2026
EDC	Bishopbriggs Town Centre	TR_20_CD	Lighting (New) [no.]	7	7	0	0	Green	Added target to 2029 following approval of FBC on 12/02/2026
EDC	Bishopbriggs Town Centre	TR_19_CD	Parking Spaces for Bikes [no.]	10	10	0	0	Green	Added target to 2029 following approval of FBC on 12/02/2026
EDC	Bishopbriggs Town Centre	TR_10_CD	Pedestrian Routes (New) [km]	0.07	0.07	0.00	0.00	Green	Added targets to 2035 and 2029 following approval of FBC on 12/02/2026
EDC	Bishopbriggs Town Centre	ENV_03_CD	Public Realm (New) [Ha]	0.18	0.18	0.00	0.00	Green	Added target to 2029 following approval of FBC on 12/02/2026
EDC	Bishopbriggs Town Centre	ENV_09_CD	Trees [no.]	24.00	24.00	0.00	0.00	Green	Added targets to 2035 and 2029 following approval of FBC on 12/02/2026
GCC	Canal and North Gateway	ENV_07_CD	Ground Remediation [cbm]	1,200,000.00	1,200,000.00	0.00	1,157,280.00	Green	GCC has added this value after the contractor confirmed the additional 1.2m ³ of ground remediation for the Sighthill sub-project
IC	Inverkip	TR_09_CD	Junctions / Crossings (Enhanced) [no.]	2	0	2	2	Complete	2 units delivered in period following Construction Completion
IC	Inverkip	TR_08_CD	Junctions / Crossings (New) [no.]	2	0	2	2	Complete	2 units delivered in period following Construction Completion
IC	Inverkip	TR_20_CD	Lighting (New) [no.]	20	0	20	20	Complete	20 units delivered in period following Construction Completion
RC	CWRR	TR_06_CD	Cycle Routes (segregated) (New) [km]	3.16	3.16	0.00	3.66	Green	Delivered to date updated following a GIS mapping exercise - delivered to date increased by 1.16 from 2.50 to 3.66.
RC	CWRR	TR_11_CD	Pedestrian Routes (Enhanced) [km]	1.88	1.88	0.00	1.49	Green	0.60km delivered, 0.8km are ongoing. Remaining 0.48km to achieve 2035 target
RC	CWRR	ENV_04_CD	Public Realm (Enhanced) [Ha]	1.00	0.50	0.00	1.00	Complete	Delivered to date updated following GIS mapping exercise (increased of 0.8 Ha - from 0.2Ha to 1Ha). RAG status updated to Complete
RC	CWRR	ENV_03_CD	Public Realm (New) [Ha]	2.00	1.00	0.00	3.70	Complete	Delivered to date updated following a GIS mapping exercise (Decreased of 0.4Ha - from 4.1Ha to 3.7Ha)
RC	CWRR	TR_15_CD	Road (Enhanced) [Km]	0.52	0.52	0.00	0.61	Complete	Delivered to date updated following a GIS mapping exercise (increased from 0.60 to 0.61km)
RC	CWRR	TR_14_CD	Road (New) [Km]	1.76	1.76	0.00	1.86	Complete	Delivered to date updated following a GIS mapping exercise (decrease of 0.4 - from 1.90 to 1.86km)
RC	GAIA	TR_06_CD	Cycle Routes (segregated) (New) [km]	8.07	8.07	0.00	8.22	Complete	Delivered to date updated following a GIS mapping exercise. Delivered to date increased by 0.15 from 8.07 to 8.22.
RC	GAIA	TR_10_CD	Pedestrian Routes (New) [km]	6.33	6.33	0.00	8.22	Complete	Delivered to date updated following a GIS mapping exercise - Delivered to date increased by 1.89 from 6.33 to 8.22.
RC	GAIA	TR_15_CD	Road (Enhanced) [Km]	0.52	0.52	0.00	0.96	Complete	Delivered to date updated following a GIS mapping exercise - delivered to date increased by 0.44 from 0.52 to 0.96.
SLC	GAIA	TR_14_CD	Road (New) [Km]	2.10	2.10	0.00	3.38	Complete	Delivered to date updated following a GIS mapping exercise - delivered to date increased by 1.28 - from 2.10 to 3.38
SLC	CGA - Larkhall	TR_20_CD	Non-residential Institutions [Class 10] [sqm]	1,704.00	1,704.00	0.00	402.00	Complete	Target to 2029 and 2035 increased to 1,704m ² from 402m ² to include 1,302m ² extension to Holy Cross (FBC approved in 12/02/2026)
WDC	EXXON	TR_12_CD	Bridges (Pedestrian/Cycle) and Underpasses (New) [no.]	1	0	1	1	Complete	Western Underpass under the Dunbarton Railway (at the western access to the site) is now complete. It will be accessible to road users at the end of 2027, once the complementary road structures are complete. Delivered to date increased by 1 from 0 to 1.
WDC	EXXON	TR_13_CD	Bridges (Road/Rail) and Underpasses (New)[no.]	2	0	2	2	Green	Western Dumbuck Junction Overbridge Structures 01 and 02 are now constructed and will be accessible to road users in autumn 2026, once the complementary road structures are complete. Delivered to date increased by 2 from 0 to 2.
WDC	EXXON	TR_07_CD	Cycle Routes (segregated) (Enhanced) [km]	0.48	0.48	0.29	0.29	Green	60% (0.29 km) is reported as complete in this period.

Table 6.1 *Outcomes Reporting by Category*

Outcomes	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Gateway Review 3 (2029)	% Delivered to Programme End (2035)
Blue Green Infrastructure [sqm]	0.00	0.00	5,170.00	-	-
Properties with reduced flood risk [no.]	0	4,211	7,178	(58.67%)	(58.67%)
Public Realm (New) [Ha]	0.00	0.00	26.88	-	-
Public Realm (Enhanced) [Ha]	0.00	0.00	27.13	-	-
Land with reduced flood risk [Ha]	0.00	1,543.00	2,459.97	(63.17%)	(62.72%)
Carriageway with reduced flood risk [km]	0.00	13.81	32.60	(42.36%)	(42.36%)
Ground Remediation [cbm]	0.00	300,000.00	300,000.00	(100%)	(100%)
Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	0.00	872.96	1,127.96	(163.68%)	(77.39%)
Total Area of Opportunity Sites [Ha]	0.00	760.02	896.22	(207.55%)	(84.8%)
Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register [Ha]	0.70	65.29	277.56	(74.31%)	(23.52%)
Shops (Class 1) (FS_01) [sqm]	0.00	11,578.00	254,840.00	(6.36%)	(4.54%)
Financial, Professional and Other Services (Class 2) [sqm]	0.00	270.00	38,822.00	(1.33%)	(0.7%)
Food and Drink (Class 3) [sqm]	0.00	0.00	2,725.00	-	-
Business (Class 4) [sqm]	8,013.00	126,941.00	459,222.14	(123.66%)	(27.64%)
Development Platform (Gross External Area) [sqm]	0.00	0.00	101,200.00	-	-
General Industrial (Class 5) [sqm]	0.00	65,504.00	499,497.63	(115.59%)	(13.11%)
Storage of Distribution (Class 6) [sqm]	0.00	0.00	118,294.63	-	-
Hotels and Hostels (Class 7) [sqm]	0.00	0.00	1,000.00	-	-
Residential Institutions (Class 8) [sqm]	0.00	0.00	14,560.00	-	-
Residential (Houses and Flats) (Class 9) [sqm]	28,380.00	802,657.00	2,073,435.00	(96.22%)	(38.71%)
Non-residential Institutions [Class 10] [sqm]	0.00	30,669.00	600.00	(100%)	(5111.5%)
Assembly and Leisure (Class 11) [sqm]	0.00	0.00	7,557.00	-	-
Sui Generis [sqm]	0.00	0.00	520.00	-	-
Visitor centres (New) [no.]	0	0	0	-	-
Visitors to the visitor centre [no.]	0	0	0	-	-
Residential Units (HLAA2018.CAPACITY) (New) [no.]	294	11,927	26,634	(104.41%)	(44.78%)
Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	340	6,048	13,400	(103.24%)	(45.13%)
Affordable Housing Units (HLAA TENURE.INT) (New) [no.]	0	791	1,139	(61.18%)	(69.45%)
Social Housing Units (HLAA TENURE.SR) (New) [no.]	0	615	632	(150%)	(97.31%)

Table 6.2: Outcomes Changes in period

MA	PROJECT	Benefit Output/Outcome	Estimated Project Benefit by 2035	Estimated Project Benefits Delivered by Gateway Review 3 (2029)	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
ERC	Aurs Road	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	345	276	13	207	Green	Additional 13 units reported in this period bringing the cumulative to date to 207
ERC		Residential Units (HLAA2018.CAPACITY) (New)[no.]	387	309	13	235	Green	Revised target to 2029 - increased from 222 to 309 units. Additional 13 units reported in this period bringing the cumulative to date to 235
ERC	Balgray Railway Station	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	471	362	23	218	Green	Additional 23 units reported in this period bringing the cumulative to date to 218
ERC		Residential Units (HLAA2018.CAPACITY) (New) [no.]	559	450	23	287	Green	Additional 23 units reported in this period bringing the cumulative to date to 287
GCC	Collegelands Calton Barras	Ground Remediation [cbm]	34,000.00	34,000.00	0.00	34,000.00	Complete	This indicator has been retrospectively recorded. It is an estimate based on the typical remediation depths for a brownfield site of 34,000m ³
GCC	CWWEIQ	Business (Class 4) [sqm]	113,859.00	53,000.00	8,013.00	58,110.00	Green	Additional 8,013 m2 reported in this period bringing the cumulative to date to 58,110 m ²
GCC		Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	54.80	26.00	0.70	9.71	Green	Additional 0.7Ha reported in this period bringing the cumulative to date to 9.71Ha
GCC		Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register [Ha]	54.80	26.00	0.70	9.71	Green	Additional 0.7Ha reported in this period bringing the cumulative to date to 9.71Ha
RC	CWRR	Social Housing Units (HLAA TENURE.SR) (New) [no.]	0	0	0	77	Future	New indicator added by RC in Q4 25_26
RC		Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	35	8	0	18	Green	Additional 17.64Ha reported in this period as delivered in Q3 25_26, but not reported by the MA at that time.
SLC	CGA - Hamilton	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,800	860	119	1,152	Green	Additional 119 units reported in this period bringing the cumulative to date to 1,152
SLC		Residential (Houses and Flats) (Class 9) [sqm]	214,500.00	102,300.00	13,090.00	137,500.00	Green	Additional 13,090 m ² reported in this period bringing the cumulative to date to 137,500m ²
SLC		Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,950	930	119	1,250	Green	Additional 119 units reported in this period bringing the cumulative to date to 1,250
SLC	CGA - East Kilbride	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	2,044	1,404	116	1,155	Green	Additional 116 units reported in this period bringing the cumulative to date to 1,155
SLC		Residential (Houses and Flats) (Class 9) [sqm]	290,840.00	183,040.00	12,760.00	134,090.00	Green	Additional 13,090 m ² reported in this period bringing the cumulative to date to 137,500 m ²
SLC		Residential Units (HLAA2018.CAPACITY) (New) [no.]	2,644	1,664	116	1,219	Green	Additional 116 units reported in this period bringing the cumulative to date to 1,219
SLC	CGA - Newton	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,500	900	23	1,274	Green	Additional 23 units reported in this period bringing the cumulative to date to 1,274
SLC		Residential (Houses and Flats) (Class 9) [sqm]	165,000.00	99,000.00	2,530.00	140,140.00	Green	Additional 2,530m ² reported in this period bringing the cumulative to date to 140,140m ²
SLC		Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,500	900	23	1,274	Green	Additional 23 units reported in this period bringing the cumulative to date to 1,274
NLC	Ravenscraig Ph1 (New Build)	Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	1.26	1.26	0.00	0.00	Green	Target to 2029 and 2035 reported for the first time
NLC		Total Area of Opportunity Sites [Ha]	2.53	2.53	0.00	0.00	Green	Target to 2029 and 2035 reported for the first time
NLC		Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register [Ha]	1.00	1.00	0.00	0.00	Green	Target to 2029 and 2035 reported for the first time
NLC		Cycle Routes (shared) (New) [km]	0.13	0.13	0.00	0.00	Green	Target to 2029 and 2035 reported for the first time
NLC		Pedestrian Routes (New) [km]	0.25	0.25	0.00	0.00	Green	Target to 2029 and 2035 reported for the first time
NLC		Road (Enhanced) [Km]	0.34	0.34	0.00	0.00	Green	Target to 2029 and 2035 reported for the first time
NLC		General Industrial (Class 5) [sqm]	2,713.00	2,713.00	0.00	0.00	Green	(This includes Class 4,5,6) Target to 2029 and 2035 reported for the first time

Table 6.3 City Deal Contract and Community Benefit Model Summary

GCR City Deal Contract Summary to Q4 2025/26 (up to 31 March 2026)						
Total City Deal Contract Awards	Under £50,000		Over £50,000	Total (ALL)	Previous Reporting Period Totals	Difference in Period
Number of In Development Pipeline Contracts	0		11	11	17	-6
Value of In Development Pipeline Contracts	£0		£208,075,001	£208,075,001	£236,999,999	-£28,924,998
Number of Contracts On Hold	0		2	2	16	-14
Value of Contracts On Hold	£0		£3,750,000	£3,750,000	£94,849,999	-£91,099,999
Number of Contracts Currently Tendered	0		1	1	3	-2
Value of Contracts Currently Tendered	£0		£150,000	£150,000	£3,075,000	-£2,925,000
Number of In Progress Contracts	15		41	56	48	8
Value of In Progress Contracts	£441,037		£140,854,845	£141,295,882	£113,873,504	£27,422,378
Number of Completed Contracts	297		191	488	478	10
Value of Completed Contracts	£5,117,870		£411,830,785	£416,948,655	£384,198,558	£32,750,097
Total Number of Contracts Awarded	312		232	544	526	18
Total Value of Contracts Awarded	£5,558,907		£552,685,630	£558,244,537	£500,201,932	£58,042,605
Community Benefit Model in Contracts	Under £50,000		Over £50,000	Total (ALL)	Previous Reporting Period Totals	Difference in Period
Number with Contractual Community Benefit	27		178	205	193	12
Value with Contractual Community Benefit	£796,654		£534,532,768	£535,329,422	475,637,069	£59,692,353
Number with Voluntary Community Benefit	33		10	43	36	7
Value with Voluntary Community Benefit	£801,545		£4,986,138	£5,787,683	10,570,557	-£4,782,874
Number with No Community Benefit	252		44	296	298	-2
Value with No Community Benefit	£3,960,708		£13,166,724	£17,127,432	19,048,794	-£1,921,362
Number of 'In Progress' Contracts with No Community Benefit	4		3	7	10	-3
Value of 'In Progress' Contracts with No Community Benefit	£98,520		£725,304	£823,824	£996,824	-£173,000
Tier 1 Supplier Contract Awards	Number	Value	% of Total Number	% of Total Value	Previous Reporting Period % of Total Value	% of total value - Difference in Period
Contracts Awarded to Local Company	290	£186,661,435	53%	33%	35%	-2%
Contracts Awarded to an SME	148	£85,601,795	27%	15%	16%	-1%
Contracts Awarded to a Local SME	97	£54,525,287	18%	10%	11%	-1%

Table 6.4 Community Benefit Outcomes by each Authority by Category

City Deal Community Benefit Outcome Summary by Member Authority to Q4 2025/26 (up to 31 March 2026)																		
Community Benefit Delivery by Category (Cumulative)	Member Authority	Total Number	Committed this Period	Benefits Delivered	Benefits Delivered this Period	Benefits In Progress	Benefits In Progress This Period	Benefits Not Started	Benefits Not Started this Period	Benefits Not Delivered	Benefits Not Delivered this Period	Benefits Substituted	Benefits Substituted this Period	Overdue Benefits	Benefits Overdue this Period	Abandoned Benefits	Benefits Abandoned Previous Period	Benefits Abandoned this Period
Targeted Recruitment & Employment	EDC	5	5	0	0	4	4	1	1	0	0	0	0	0	0	0	0	0
	ERC	19	2	13	0	6	2	0	0	0	0	0	0	0	0	0	0	0
	GCC	176	7	136	7	22	2	1	0	4	0	13	4	0	-6	0	0	0
	GCR	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
	IC	23	0	23	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NLC	34	1	27	0	0	0	2	1	0	0	3	0	2	0	0	0	0
	PMO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	RC	46	0	44	14	0	-6	0	-8	0	0	2	0	0	0	0	0	0
	SLC	76	4	62	1	0	0	4	3	2	0	8	0	0	0	0	0	0
	WDC	3	0	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0
ALL - City Deal	383	19	306	22	34	2	9	-3	6	0	26	4	2	-6	0	0	0	
Targeted Skills & Training	EDC	89	52	35	1	48	46	6	5	0	0	0	0	0	0	0	0	0
	ERC	92	5	83	0	7	5	0	0	0	0	0	0	0	0	2	2	0
	GCC	543	20	327	3	57	21	25	0	42	0	85	1	3	-5	4	4	0
	GCR	15	0	7	0	7	0	0	0	0	0	1	0	0	0	0	0	0
	IC	10	0	3	0	0	0	0	0	3	0	4	0	0	0	0	0	0
	NLC	215	14	116	1	0	0	25	13	10	7	16	0	21	-7	24	24	0
	PMO	4	0	2	0	0	0	0	0	1	0	1	0	0	0	0	0	0
	RC	81	0	81	23	0	-3	0	-20	0	0	0	0	0	0	0	0	0
	SLC	83	8	69	2	0	0	9	6	1	0	4	0	0	0	0	0	0
	WDC	36	1	13	1	23	0	0	0	0	0	0	0	0	0	0	0	0
All - City Deal	1168	100	736	31	142	69	65	4	57	7	111	1	24	-12	30	30	0	
Qualifications	ERC	12	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	GCC	60	0	56	0	0	0	0	0	2	0	2	0	0	0	0	0	0
	NLC	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	RC	66	0	64	20	0	0	0	-20	0	0	2	0	0	0	0	0	0
	SLC	80	0	77	0	0	0	0	0	0	0	3	0	0	0	0	0	0
	WDC	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0
All - City Deal	224	0	213	20	2	0	0	-20	2	0	7	0	0	0	0	0	0	
Community Engagement - Non Financial Only	EDC	4	4	0	0	3	3	1	1	0	0	0	0	0	0	0	0	0
	ERC	28	14	12	0	16	14	0	0	0	0	0	0	0	0	0	0	0
	GCC	112	1	95	0	3	2	1	0	4	0	8	0	0	-1	1	1	0
	GCR	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	PMO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	IC	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	NLC	80	0	27	2	0	-1	5	-1	0	0	27	0	4	0	17	17	0
	RC	13	0	13	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	SLC	6	0	4	0	0	0	0	0	1	0	1	0	0	0	0	0	0
WDC	11	0	10	0	1	0	0	0	0	0	0	0	0	0	0	0	0	
All - City Deal	261	19	168	2	23	18	7	0	5	0	36	0	4	-1	18	18	0	
Supply Chain Development	ERC	9	1	8	0	1	1	0	0	0	0	0	0	0	0	0	0	0
	GCC	60	2	45	0	4	2	0	0	4	0	5	0	0	0	2	0	2
	IC	2	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0
	NLC	6	1	5	0	0	0	1	1	0	0	0	0	0	0	0	0	0
	GCR	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0
	PMO	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	RC	27	0	25	11	0	0	0	-12	0	0	2	1	0	0	0	0	0
	SLC	10	2	6	0	0	0	2	2	0	0	0	0	0	0	0	0	0
All - City Deal	117	6	90	11	6	3	4	-9	7	0	8	1	0	0	2	0	2	
Fair Work First	ERC	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	All - City Deal	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	
Overall Total - Non Financial Interventions	ALL Categories	2154	144	1513	86	208	92	85	-28	77	7	188	6	30	-19	50	48	2
Community Engagement - Financial Support (minimum £1K)	Member Authority	Total Financial Support Committed	Committed this Period	Financial Support Delivered	Financial Support Delivered this Period	Financial Support In Progress	Financial Support In Progress This Period	Financial Support Not Started	Financial Support Not Started this Period	Financial Support Not Delivered	Financial Support Not Delivered this Period	Financial Support Substituted	Financial Support Substituted this Period	Financial Support Overdue	Financial Support Overdue this Period	Financial Support Abandoned	Financial Support Abandoned previous period	Financial Support Abandoned this period
	EDC	£18,000	£17,000	£1,000	£0	£15,000	£0	£2,000	£2,000	£0	£0	£0	£0	£0	£0	£0	£0	£0
	ERC	£18,000	£1,000	£17,000	£0	£1,000	£1,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	GCC	£135,000	£2,000	£124,000	£6,000	£7,000	£0	£0	£0	£0	£0	£4,000	£0	£0	£-4,000	£0	£0	£0
	IC	£4,000	£0	£1,000	£0	£0	£0	£0	£0	£2,000	£0	£1,000	£0	£0	£0	£0	£0	£0
	NLC	£25,000	£2,000	£21,000	£0	£0	£0	£3,000	£2,000	£0	£0	£0	£0	£1,000	£0	£0	£0	£0
	RC	£17,000	£0	£17,000	£8,000	£0	£-1,000	£0	£-7,000	£0	£0	£0	£0	£0	£0	£0	£0	£0
	SLC	£11,000	£1,000	£10,000	£0	£0	£0	£1,000	£1,000	£0	£0	£0	£0	£0	£0	£0	£0	£0
	WDC	£7,000	£0	£3,000	£0	£4,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
All - City Deal	£235,000	£23,000	£194,000	£14,000	£27,000	£0	£6,000	£-2,000	£2,000	£0	£5,000	£0	£1,000	£-4,000	£0	£0	£0	

Appendix 7: ACTUAL AND FORECAST SPEND VS GRANT INCOME AND BUSINESS CASE APPROVALS AS AT Q4 2025/26

Infrastructure Authority/Project	Projected Total Project Funding on PSR £	Projected External and Third Party Contributions on PSR £	Projected Additional Member Contributions on PSR £	Initial (2015/16) City Deal Project Funding Allocations £	City Deal Planned Project Funding Allocation as per Original programme after Member Project Virements £	Latest Projected Cumulative City Deal Spend to Complete the Project from PSR £	Previous Years City Deal Spend £	2025/26 YTD City Deal Spend from PSR £	All Years Cumulative Actual City Deal Spend to Current Quarter from PSR £	Projected City Deal Spend for full year 2025/26 from PSR £	Cumulative Projected City Deal Spend to Close 2026/27 from PSR £	Cumulative Grant Distributed to Current Quarter 2025/26 £	Grants Received but not Distributed to Current Quarter 2025/26 £	Total Funding Permitted from Approved Business Cases £	Total Funding Available from City Deal Government Grants £
Levern Works	911,606	0	0	900,000	911,606	911,606	911,606	0	911,606	0	911,606			912,000	786,867
Levern Valley Access Balgray Link	168,952	0	0	0	168,952	168,952	168,952	0	168,952	0	168,952			173,000	145,834
Greenlaw Business Centre	5,755,000	119,000	33,000	2,800,000	5,603,000	5,603,000	5,603,000	0	5,603,000	0	5,603,000			5,600,000	4,836,319
Barrhead South Access PH1 - Balgraystone Road	4,286,721	0	866,339	1,400,000	3,420,382	3,420,382	3,420,382	0	3,420,382	0	3,420,382			3,420,382	2,952,357
Barrhead South Access PH2 - Balgray Train Station	18,300,000	0	0	11,500,000	18,300,000	18,300,000	2,954,000	7,341,000	10,295,000	10,295,000	18,300,000			18,300,000	15,795,937
Aurs Road	29,974,113	9,135,984	8,118,293	21,800,000	12,719,836	12,719,836	8,878,740	3,841,096	12,719,836	3,586,346	12,540,793			12,720,000	11,045,123
Dams to Darnley Visitor Centre	2,800,000	0	0	5,600,000	2,800,000	2,800,000	328,000	71,000	399,000	713,000	1,041,000			170,130	2,416,865
Commercial Space	5,759,548	0	0	0	5,759,548	5,759,548	0	15,000	15,000	55,000	975,000			347,000	5,759,548
Robertson Street Industrial Units	1,459,548	0	0	0	1,459,548	1,459,548	0	0	0	40,000	145,000			89,000	1,459,548
Crossmill Industrial Units	4,300,000	0	0	0	4,300,000	4,300,000	0	15,000	15,000	15,000	830,000			258,000	4,300,000
Total East Renfrewshire	67,955,940	9,254,984	9,017,632	44,000,000	49,683,324	49,683,324	22,264,680	11,268,096	33,532,776	14,649,346	42,960,733	20,296,991	-	41,642,512	43,738,849
Glasgow Canal and North (Sighthill)	197,612,253	20,291,000	77,878,000	83,690,000	99,400,872	99,443,253	91,680,253	821,747	92,502,000	1,860,000	98,411,253			93,503,872	87,182,958
Glasgow City Centre	151,546,000	23,121,000	5,000,000	115,520,000	123,425,000	123,425,000	31,891,000	15,838,000	47,729,000	18,238,000	89,999,000			75,233,000	107,617,929
Glasgow Clyde and Waterfront	123,801,000	2,900,000	17,000	113,900,000	121,141,710	120,884,000	58,420,000	4,276,000	62,696,000	3,988,000	76,800,000			64,525,366	105,556,310
Glasgow Collegelands	31,183,000	4,183,000	0	27,000,000	27,000,000	27,000,000	8,061,000	621,000	8,682,000	1,349,000	15,009,000			7,148,000	23,305,480
Glasgow MGSDP	50,784,000	8,480,000	2,146,000	45,800,000	40,200,000	40,158,000	35,395,000	94,000	35,489,000	2,016,000	39,460,000			36,041,000	34,699,271
Commercial Space	20,562,712	4,638,148	0	0	15,924,564	15,924,564	0	0	0	0	6,121,389			7,123,564	15,924,564
The Lighthouse	2,000,000	0	0	0	2,000,000	2,000,000	0	0	0	0	1,200,000			120,000	2,000,000
Clyde Waterfront Innovation Campus	7,362,712	0	0	0	7,362,712	7,362,712	0	0	0	0	0			442,000	7,363,000
Xworks - RED Dalmarnock	11,200,000	4,638,148	0	0	6,561,852	6,561,852	0	0	0	0	4,921,389			6,561,564	6,561,564
Total Glasgow	575,488,965	63,613,148	85,041,000	385,910,000	427,092,146	426,834,817	225,447,253	21,650,747	247,098,000	27,451,000	325,800,642	184,085,487	-	283,574,802	374,286,512
Inchgreen	9,770,000	43,000	0	9,427,000	9,727,000	9,727,000	9,727,000	0	9,727,000	0	9,727,000			9,727,000	8,396,015
Inchgreen Phase 2	3,044,622	0	0	0	3,044,622	3,044,622	0	0	0	0	3,044,622			3,044,000	3,044,622
Inverkip	4,150,000	0	0	3,777,000	4,150,000	4,150,000	570,000	3,554,000	4,124,000	3,554,000	4,150,000			4,150,000	3,582,139
Ocean Terminal	20,138,000	9,700,000	0	14,214,000	10,438,000	10,438,000	10,236,000	18,000	10,254,000	202,000	10,438,000			10,438,000	10,438,000
Commercial Space	13,127,510	2,000,000	0	0	11,127,510	11,127,510	0	0	0	60,000	460,000			667,000	11,127,510
Total Inverclyde	50,230,132	11,743,000	0	27,418,000	38,487,132	38,487,132	20,533,000	3,572,000	24,105,000	3,816,000	27,819,622	14,282,350	-	28,026,000	36,588,286
North Lanarkshire A8/M8	6,479,000	0	0	12,587,000	6,634,316	6,479,000	756,000	296,000	1,052,000	294,000	2,731,000			1,199,000	5,726,516
Eurocentral Access Infrastructure	4,279,000	0	0	tba	tba	4,279,000	649,000	291,000	940,000	289,000	2,619,000			1,115,000	3,782,028
Orchard Farm Roundabout	2,200,000	0	0	tba	tba	2,200,000	107,000	5,000	112,000	5,000	112,000			84,000	1,944,488
North Lanarkshire Gartcosh/Glenboig	6,223,000	0	0	66,311,000	6,223,205	6,223,000	6,223,000	0	6,223,000	0	6,223,000			6,223,204	5,371,659
North Lanarkshire Pan Orbital Transport Corridor	276,169,602	0	105,119,000	93,565,000	170,893,081	171,050,602	49,527,000	6,851,000	56,378,000	6,851,000	62,874,000			67,401,826	149,053,615
East Airdrie Link Road (EALR)	196,597,602	0	100,594,000	tba	tba	96,003,602	7,625,000	6,050,000	13,675,000	6,050,000	15,571,000			20,601,000	84,339,469.81
Motherwell Town Centre Transport Interchange (MTCTI)	3,809,000	0	0	tba	tba	3,809,000	3,809,000	0	3,809,000	0	3,809,000			3,808,792	3,284,557.40
Ravensraig Infrastructure Access (RIA)	75,763,000	0	4,525,000	tba	tba	71,238,000	38,093,000	801,000	38,894,000	801,000	43,494,000			42,992,034	61,429,587.79
Commercial Space	13,296,869	2,009,267	0	0	11,287,602	11,287,602	0	164,093	164,093	164,093	11,287,602			3,129,575	11,287,602
Ravensraig (ph. 1)	4,447,263	1,397,556	0	0	3,049,707	3,049,707	0	164,093	164,093	164,093	3,049,707			3,049,775	3,049,707
Ravensraig (ph. 2)/ Westpoint	8,849,606	611,711	0	0	8,237,895	8,237,895	0	0	8,237,895	0	8,237,895			79,800	8,237,895
Total North Lanarkshire	302,168,471	2,009,267	105,119,000	172,463,000	195,038,204	195,040,204	56,506,000	7,311,093	63,817,093	7,309,093	83,115,602	48,226,254	-	77,953,605	171,439,392
Renfrewshire CWRR	117,748,000	1,791,000	16,834,000	78,290,000	99,123,807	99,123,000	99,123,000	0	99,123,000	0	99,123,000			99,123,807	86,721,715
Renfrewshire GAIAR	48,066,000	5,317,000	3,700,000	51,395,000	39,049,000	39,049,000	39,049,000	0	39,049,000	0	39,049,000			39,049,000	33,705,767
Commercial Space	12,187,807	3,700,000	0	0	8,487,807	8,487,807	0	24,253	24,253	24,253	509,268			509,000	8,487,807
Total Renfrewshire	178,001,807	10,808,000	20,534,000	129,685,000	146,660,614	146,659,807	138,172,000	24,253	138,196,253	24,253	138,681,268	88,796,460	-	138,681,807	128,915,289
South Lanarkshire Cathkin Relief Road	16,000,168	0	0	21,628,457	16,028,457	16,000,168	15,684,667	36,731	15,721,398	315,501	16,000,168			16,028,000	13,835,218
South Lanarkshire Council Community Growth Areas	123,812,270	39,814,000	25,558,459	62,300,000	58,970,000	58,439,811	32,206,608	4,455,649	36,662,257	5,373,904	57,966,672			53,967,000	50,900,895
South Lanarkshire Greenhills	35,950,000	2,520,000	1,400,000	23,088,011	32,018,011	32,030,000	32,030,000	0	32,030,000	0	32,030,000			32,018,000	27,636,856
South Lanarkshire Stewartfield Way	30,000,000	0	0	62,212,230	30,012,230	30,000,000	1,002,258	66,712	1,068,970	175,000	7,877,258			4,705,500	25,905,535
East Kilbride Town Centre	50,300,000	0	7,024,081	0	43,275,919	43,275,919	225,905	1,443,882	1,669,787	2,117,000	14,084,000			3,220,000	38,869,862
Commercial Space	20,438,919	9,363,000	0	0	11,075,919	11,075,919	0	0	0	25,000	5,750,000			0	11,075,919
Cathcart Road	2,075,919	963,000	0	0	1,112,919	1,112,919	0	0	0	0	1,025,000			-	1,112,919
Red Tree Labs, Shawfield Innovation Campus	17,400,000	8,400,000	0	0	9,000,000	9,000,000	0	0	0	0	4,500,000			-	9,000,000
Retrofit Industrial Unit	963,000	0	0	0	963,000	963,000	0	0	0	25,000	225,000			-	963,000
Total South Lanarkshire	276,501,357	51,697,000	33,982,540	169,228,698	191,380,536	190,821,817	81,149,438	6,002,974	87,152,412	8,006,405	133,708,098	68,369,944	-	109,938,500	168,224,285
West Dunbartonshire -EXXON	46,932,156	0	17,240,244	27,897,000	29,722,842	29,691,912	11,365,338	14,316,956	25,682,294	17,214,541	29,691,912			29,691,492	25,905,582
Commercial Space	1,825,842	0	0	0	1,825,842	1,825,842	0	0	0	0	1,825,842			-	1,825,842
Total West Dunbartonshire	48,757,998	0	17,240,244	27,897,000	31,548,684	31,517,754	11,365,338	14,316,956	25,682,294	17,214,541	31,517,754	11,212,681	-	29,691,492	27,731,424
Airport Link	2,933,550	0	0	144,294,000	2,933,550	2,933,550	2,933,550	0	2,933,550	0	2,933,550	2,9			

Appendix 8: GRANT CLAIMS AND APPROVED FUNDING VS TOTAL AVAILABLE FUNDING AT QUARTER 4 2025/26

Infrastructure Authority/Project	Projected Cumulative Spend £	Cumulative Projected Spend to Close 2026/27 £	Grant Allocation Cumulative to Date £	Previous Years Total Claim £	Q1 Claim to end June 2025 £	Q2 Claim to end Sept 2025 £	Q3 Claim to end Dec 2025 £	Q4 Claim to end Mar 2026 £	Total Claim 2025/26 £	Cumulative to Current Quarter Grant Claim £	Total Funding Permitted from Approved Business Cases £	Total Funding Available from City Deal Government Grants £
Infrastructure Authority/Project												
ERC M77 Strategic Corridor	43,923,776	41,985,733		23,411,743	1,838,991	4,482,190	1,768,705	5,028,453	13,118,338	36,530,081	41,295,512	37,979,301
Enabling Commercial Spaces Project	5,759,548	975,000	-	-	-	-	2,788	25,127	27,915	27,915	347,000	5,759,548
Robertson Street Industrial Units	1,459,548	145,000		-	-	-	-	-	-	-	89,000	1,459,548
Crossmill Industrial Units	4,300,000	830,000		-	-	-	2,788	25,127	27,915	27,915	258,000	4,300,000
Total East Renfrewshire	49,683,324	42,960,733	20,296,991	23,411,743	1,838,991	4,482,190	1,771,493	5,053,580	13,146,254	36,557,997	41,642,512	43,738,849
Glasgow Canal and North	99,443,253	98,411,253		91,664,636	323,402	246,128	49,394	5,100,602	4,481,678	87,182,958	93,503,872	87,182,958
Glasgow City Centre	123,425,000	89,999,000		31,065,547	2,374,817	2,791,829	3,564,976	6,874,842	15,606,464	46,672,011	75,233,000	107,617,929
Glasgow Clyde and Waterfront	120,884,000	76,800,000		58,149,626	601,695	480,016	1,207,234	2,257,913	4,546,858	62,696,484	64,525,366	105,556,310
Glasgow Collegelands	27,000,000	15,009,000		8,041,094	315,620	116,769	85,896	122,764	641,049	8,682,143	7,148,000	23,305,480
Glasgow MGSDP	40,158,000	39,460,000		35,320,562	74,726	32,637	6,887	735,541	621,291	34,699,271	36,041,000	34,699,271
Enabling Commercial Spaces Project	15,924,564	6,121,389		-	-	-	-	-	-	-	7,123,564	15,924,564
Total Glasgow	426,834,817	325,800,642	184,085,487	224,241,465	3,690,260	3,667,379	4,914,387	3,419,375	15,691,401	239,932,866	283,574,802	374,286,512
Inchgreen	9,727,000	9,727,000		8,365,220	30,795	-	-	-	30,795	8,396,015	9,727,000	8,396,015
Inchgreen Ph2	3,044,622	3,044,622		-	-	-	-	2,000	2,000	2,000	3,044,000	3,044,622
Inverkip	4,150,000	4,150,000		570,355	1,115,813	1,515,650	380,321	-	3,011,784	3,582,139	4,150,000	3,582,139
Ocean Terminal	10,438,000	10,438,000		10,251,287	2,888	-	75	-	2,963	10,254,250	10,438,000	10,438,000
Enabling Commercial Spaces Project	11,127,510	460,000		-	-	-	-	-	-	-	667,000	11,127,510
Total Inverclyde	38,487,132	27,819,622	14,282,350	19,186,862	1,149,496	1,515,650	380,396	2,000	3,047,542	22,234,404	28,026,000	36,588,286
North Lanarkshire A8/M8	6,479,000	2,731,000		758,467	56,614	77,472	15,081	144,473	293,640	1,052,107	1,199,000	5,726,516
North Lanarkshire Gartcosh/Glenboig	6,223,000	6,223,000		5,351,956	19,703	-	-	-	19,703	5,371,659	6,223,204	5,371,659
North Lanarkshire Pan Orbital Transport Corridor	171,050,602	62,874,000		49,006,407	708,550	690,899	1,140,443	4,312,479	6,852,371	55,858,778	67,401,826	149,053,615
Enabling Commercial Spaces Project	11,287,602	11,287,602		-	-	39,977	54,243	69,873	164,093	164,093	3,129,575	11,287,602
Total North Lanark	195,040,204	83,115,602	48,226,254	55,116,830	784,867	808,348	1,209,767	4,526,825	7,329,807	62,446,637	77,953,605	171,439,391
Renfrewshire CWRR	99,123,000	99,123,000		78,283,336	8,487,807	-	-	49,428	8,438,379	86,721,715	99,123,807	86,721,715
Renfrewshire GAIAR	39,049,000	39,049,000		33,727,062	70,724	-	-	49,429	21,295	33,705,767	39,049,000	33,705,767
Enabling Commercial Spaces Project	8,487,807	509,268		-	-	-	-	24,253	24,253	24,253	509,000	8,487,807
Total Renfrewshire	146,659,807	138,681,268	88,796,460	112,010,398	8,417,083	-	-	24,254	8,441,337	120,451,735	138,681,807	128,915,288
South Lanarkshire Cathkin Relief Road	16,000,168	16,000,168		15,455,183	24,443	22,542	1,666,950	-	1,619,965	13,835,218	16,028,000	13,835,218
South Lanarkshire Council Community Growth Areas	58,439,811	57,966,672		30,804,073	250,920	3,591,460	536,629	15,429	4,394,438	35,198,511	53,967,000	50,900,895
South Lanarkshire Greenhills	32,030,000	32,030,000		32,030,000	-	-	4,393,144	-	4,393,144	27,636,856	32,018,000	27,636,856
South Lanarkshire Stewartfield Way	30,000,000	7,877,258		907,404	94,855	4,635	15,912	66,712	182,114	1,089,518	4,705,500	25,905,535
South Lanarkshire East Kilbride Town Centre	43,275,919	14,084,000		-	-	-	797,015	885,272	1,682,287	1,682,287	3,220,000	38,869,862
Enabling Commercial Spaces Project	11,075,919	5,750,000		-	-	-	-	-	-	-	-	11,075,919
Total South Lanarkshire	190,821,817	133,708,098	68,369,944	79,196,660	370,218	3,618,637	4,710,538	967,413	245,730	79,442,390	109,938,500	168,224,286
West Dunbartonshire -EXXON	29,691,912	29,691,912		11,365,863	1,949,762	5,301,985	4,828,487	2,236,197	14,316,431	25,682,294	29,691,492	25,905,582
Enabling Commercial Spaces Project	1,825,842	1,825,842		-	-	-	-	-	-	-	-	1,825,842
Total West Dunbartonshire	31,517,754	31,517,754	11,212,681	11,365,863	1,949,762	5,301,985	4,828,487	2,236,197	14,316,431	25,682,294	29,691,492	27,731,424
Airport Link	2,933,550	2,933,550	2,933,550	2,933,550	-	-	-	-	-	2,933,550	2,933,550	2,933,550
Clyde Metro	12,215,000	8,841,000	994,290	952,492	192	261,807	743,509	-	1,005,508	1,958,000	12,215,450	12,215,450
New Regional Project(s)	-	-	-	-	-	-	-	-	-	-	-	-
Inflation Fund Projects	-	-	-	-	-	-	-	-	-	-	-	-
EDC Place and Growth	36,844,483	36,665,447		6,604,459	253,319	729,134	979,582	615,846	2,577,881	9,182,340	36,844,482	31,963,482
Enabling Commercial Spaces Project	1,963,482	283,479	-	-	-	-	-	-	-	-	117,000	1,963,482
Total East Dunbartonshire	38,807,965	36,948,926	5,801,993	6,604,459	253,319	729,134	979,582	615,846	2,577,881	9,182,340	36,961,482	33,926,964
TOTAL INFRASTRUCTURE	1,133,001,370	832,327,195	445,000,000	535,020,322	18,454,188	20,385,130	10,114,295	16,820,363	65,801,892	600,822,214	761,619,200	1,000,000,000

Appendix 9: PMO BUDGET AS AT PERIOD ENDED 31 MARCH 2026

Title	Original Approved Budget 2025/26	Actual Costs to Period 13	Probable Outturn 25/26	Budget Variance
Total PMO Salary Costs	2,633,025	2,667,504	2,667,504	34,479
Third Party Costs	66,678	2,941,546	2,941,546	2,874,868
Internal Audit Fees	23,999	31,439	31,439	7,440
External Audit	14,679	9,664	9,664	-5,015
Marketing	10,000	7,677	7,677	-2,323
Intelligence Hub:	15,000	41,036	41,036	26,036
GAMS software (£3k p.a)	3,000	0	0	-3,000
EVIF	0	211,713	211,713	211,713
5GIR costs	0	1,973,827	1,973,827	1,973,827
Public Service Reform Invest to Save	0	94,727	94,727	94,727
Regulators Pioneer Fund	0	128,000	128,000	128,000
Clyde Mission	0	49,802	49,802	49,802
Clyde Maritime Skills	0	277,458	277,458	277,458
LIPF	0	10,000	10,000	10,000
Investment Zone	0	79,776	79,776	79,776
Utilisation Credit Recharge	0	2,333	2,333	2,333
Health Foundation / Regional SPF	0	24,093	24,093	24,093
Others	108,300	201,024	201,024	92,724
Provisions	2,000	0	0	-2,000
Supplies	2,000	2,138	2,138	138
Place Costs	0	48,851	48,851	48,851
InvestmentZone	0	5,859	5,859	5,859
INSPIRE innovation skills	0	33,622	33,622	33,622
Sniffer for Climate Ready Clyde	88,000	88,000	88,000	0
Teomach (Widcat Applic's) - Cenefits licences	4,800	4,800	4,800	0
CITB Labour Market Tool (not used 23/24)	3,500	0	0	-3,500
Meetings, Workshops and Catering	2,000	4,634	4,634	2,634
Training	6,000	13,120	13,120	7,120
Total PMO, Intelligence Hub and Portfolio Development Actual and Projected Spend	2,808,003	5,810,073	5,810,073	3,002,071
Funding				
Health Foundation funding b/fwd from 24/25	£0	(£16,894)	(£16,894)	(£16,894)
SPF Regional Projects funding b/fwd from 24/25	£0	(£34,955)	(£34,955)	(£34,955)
Clyde Mission Funding brought forward from 24/25	£0	(£3,609)	(£3,609)	(£3,609)
Innovation Accelerator brought forward from 24/25	£0	(£287,083)	£0	£0
5GIR Grant and funding 25/26	£0	(£1,997,369)	(£1,997,369)	(£1,997,369)
Public Service Reform Invest to Save	£0	(£100,000)	(£94,727)	(£94,727)
Regulators Pioneer Fund	£0	(£191,036)	(£191,036)	(£191,036)
INSPIRE- the Innovation Skills Pilot	£0	(£1,927)	(£1,927)	(£1,927)
SiPHER funding	(£53,184)	(£59,310)	(£59,310)	(£6,126)
ClydePlan funding	£0	(£30,223)	(£30,223)	(£30,223)
Clyde Mission	(£106,420)	(£154,584)	(£154,584)	(£48,164)
Clyde Maritime Skills	£0	(£282,458)	(£282,458)	(£282,458)
EVIF Grant	£0	(£328,416)	(£328,416)	(£328,416)
Investment Zone Funding	(£63,976)	(£3,398,000)	(£214,848)	(£150,872)
Clydeplan funding of staff	(£676,599)	(£517,152)	(£517,152)	£159,447
Climate Ready Clyde from MA's 25/26	(£88,000)	(£88,000)	(£88,000)	£0
Funding from Member Authorities 25/26	(£1,347,438)	(£1,347,438)	(£1,347,438)	£0
Total Funding	(£2,335,617)	(£8,838,454)	(£5,362,946)	(£3,027,329)
Balances Brought Forward from Prior Years as at 1/4/25			(2,956,115.23)	
Cumulative (Surplus)/deficit anticipated at year end based on Q2 financials at Period 13			447,127.35	
Anticipated Net (Surplus)/Deficit Carried Forward at 31/3/26			(2,508,987.88)	

Appendix 10 - CITY DEAL ANNUAL IMPLEMENTATION PLAN 2025/26 MONITORING (RAG STATUS DEFINITIONS IN ENDNOTES)

Ref No	Name	Action	Approved Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
CD-GOV_1	Legal & Procurement	Delivery of activities on the Action Plan of the Regional Sustainable Procurement Strategy to achieve the Strategy's 5 key objectives.	Ongoing	Head of GCR PMO	The third annual review of the Regional Sustainable Procurement Strategy and Action Plan was presented to the Regional Partnership in December 2024. At that time, of the 43 actions within the Action Plan, 22 were complete (including 16 completed during 2024), 15 were rated Green, four were Future actions and two were Amber. During 2024/25, resources continued to be prioritised on embedding the Community Wishlist and associated processes. A modernised Community Benefit Menu was issued in December 2024. Procurement lessons learned continue to be monitored as a standing item at PSG, with summary updates provided to the Lead Officers' Group (LOG). PSG has agreed a schedule for the next review and update of the Sustainable Procurement Strategy Action Plan, with the updated Action Plan to be reported to the Regional Partnership in August 2026. Work continued to integrate the Community Benefits Hub with Cenefits.	Green	29/04/2026
CD-GOV_2	Comms & Marketing	Develop and launch the Community Benefits Hub system, roll-out across the member councils and progress through the three phases	Ongoing	Communication and Marketing Manager	The GCR Community Benefits Hub (CBH) was launched in August 2024, following extensive consultation with member councils, suppliers, the third sector and community groups. Five councils are live on the system (including Glasgow's HSCP) and great progress is being made with over 300 community groups registered, 360 Requests approved and over 90 Requests delivered. Phase 2 is now underway where other Organisations are invited to join and register their Suppliers to deliver Requests across the live council areas. Organisations on board include the University of Strathclyde, CMAL and SPT. The CEG will be asked to approve Glasgow Life and Social Security Scotland to join. The CBH was short-listed for three national awards in 2025 (One GO award and two Social Value Award nominations). Further enhancements are being considered to enable other non-suppliers to meet Requests including house builders. An initial meeting was convened by ERC and RC with housebuilders 29/01/26. This would see the launch of Phase 3. Proposals will be brought to a future CEG meeting for progressing Phase 3.	Green	29/04/2026
CD-GOV_3	Benefits Realisation	Monitoring the delivery of benefits from City Deal Innovation projects and City Deal infrastructure fund project benefits, including the updating of the Benefits Realisation Dependencies Register, on an ongoing basis	Quarterly	Head of GCR PMO	City Deal Project Benefits are included in the Quarterly GCR PMO Report. An update for the Imaging Centre for Excellence has been included within the 2024/25 Annual Performance Report. A new approach to Dependencies Register reporting is being adopted to cover the City Deal programme and the other RES Programmes. This will be included in the Q1 2026/27 Regional Performance Report.	Green	29/04/2026
CD-GOV_4	Benefits Realisation	Develop and implement new OBC monitoring for outcomes and follow on investment and developing accurate mapping of outcomes	Quarterly	Programme Manager	Benefit realisation is fully integrated with the Business Case Appraisal process, with the Intelligence Hub supporting ongoing analysis and reporting. Additional outcomes, including windfall outcomes not originally identified at OBC stage, are now reported alongside existing information, including economic calculations. Work to improve the accuracy and consistency of benefit information continues, including consolidation activity to support the development of individual project benefit realisation plans. This has included a particular focus on housing outputs and the identification of development site locations. Data quality continues to improve, with outputs and outcomes now clearly differentiated based on funding source. Benefit realisation guidance contained within the Programme Management Toolkit has been refreshed.	Green	29/04/2026
CD-GOV_5	Evaluation	Delivery of the Gateway 3 Readiness Improvement Plan actions alongside the Intelligence Hub.	Ongoing 2025/26	Head of GCR PMO, Intelligence Hub Manager	Confirmation of successful completion of Gateway 2 received June 2025. Meetings have taken place with all Member Authorities to identify new Outcome Indicators for monitoring ahead of Gateway 3. The IH continues to progress the mapping of follow-on investment sites. It is expected this exercise will complete by end Q4 2025/26. Local Evaluation Plans are being developed for all projects with drafts to be in place by end of May 2026 .	Green	29/04/2026
CD-GOV_6	Finance	Preparation and submission of PMO Annual Accounts 2024/25.	01/11/2025	Finance Manager	Unaudited Accounts prepared for May 2025 Cabinet. Audit of accounts complete and signed	Complete	19/01/2026
CD-GOV_7	Finance	Financial Monitoring of the City Deal Programme Spend 2025/26	Quarterly	Finance Manager	Period 4 monitoring complete and reported for Q1, P7 complete and reported Q2, Pd 10 complete for Q3, Pd 13 complete and reported for Q4	Complete	24/04/2026
CD-GOV_8	Finance	Agreeing Infrastructure Pass Down Letters for 2024/25 final grant to Member Authorities	01/07/2024	Finance Manager	Letters issued for interim grant, grant paid June 25	Complete	19/01/2026
CD-GOV_9	Finance	Agreeing 2025/26 Grant Letter with Scottish Government	30/06/2025	Finance Manager	Letter agreed and final version received	Complete	19/01/2026

Ref No	Name	Action	Approved Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
CD-GOV_10	Finance	Agreeing Infrastructure Pass down Letter 2025/26 with Member Authorities and grants paid	31/12/2025	Finance Manager	Passdown letter sent to all members. Signed letters received and interim grants paid	Complete	19/01/2026
CD-GOV_11	Finance	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Quarterly	Finance Manager	First round of Chats undertaken, 2nd completed, 3RD Quarter complete, 4th completed	Complete	24/04/2026
CD-GOV_12	Finance	Developing PMO budget for 2026/27	01/03/2026	Finance Manager	Completed	Complete	19/01/2026
CD-GOV_13	Finance	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report	Quarterly	Finance Manager	Complete for Q1, Q2, Q3 and Q4	Complete	24/04/2026
CD-GOV_14	Finance	Processing quarterly grant claims	Quarterly	Finance Manager	Complete for Q1, Q2, Q3 and Q4	Complete	24/04/2026
CD-GOV_15	Finance	Developing 5-year, annual and quarterly spend projections	Quarterly	Finance Manager	Obtained from Project Status Reports	Complete	24/04/2026
CD-GOV_16	Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Quarterly	Finance Manager	Grant Claims analysed	Complete	24/04/2026
CD-GOV_17	Audit	Produce and deliver Internal Audit Plan for 2025/26	30/06/2025	Internal Audit	Plan approved by Cabinet in May 2025	Complete	19/01/2026
CD-GOV_18	Audit	Audit Support Group meets	Ongoing	Internal Audit	June 2025 and January 2026 meetings held	Complete	24/04/2026
CD-GOV_19	Audit	Assurance audit report - Fair Work First – Real Living Wage	31/03/2026	Internal Audit	Audit complete report for May'26 Cabinet	Complete	24/04/2026
CD-GOV_20	Audit	Assurance audit report - Investment Zones	31/03/2026	Internal Audit	Ongoing - will go to Cabinet August'26	Green	24/04/2026
CD-GOV_21	Audit	Assurance audit report - Clyde Mission Heat Decarbonisation	31/03/2026	Internal Audit	Audit complete report for May'26 Cabinet	Complete	24/04/2026
CD-GOV_22	Audit	Assurance audit report - Follow Up Audit and officer support	31/03/2026	Internal Audit		Future	24/04/2026
CD-GOV_23	Comms & Marketing	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Ongoing	Communication and Marketing Manager	Continue to update the GCR Planner quarterly and to seek input / updates on content from the PMO team. Issue the link for the PLG papers in advance of each meeting. Ongoing updates continue to be made to the live document which is available on the Google Drive. SMT will review the planner quarterly.	Green	29/04/2026

Ref No	Name	Action	Approved Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
CD-GOV_24	Comms & Marketing	Lead on media for GCR and the City Deal Programme, developing a forward plan of upcoming opportunities, maintaining oversight of planned partner Project media releases and promoted via GCR social media and website channels.	Ongoing	Communication and Marketing Manager	Recent media releases and coverage include the official designation of the Investment Zone tax site and the launch of the Clyde Mission Heat Decarbonisation Fund in December, the procurement exercise kick-off for the Regional EVC infrastructure scheme (December), the open call for the LPIF research and development (December).	Green	29/04/2026
CD-GOV_25	Governance	Update the Assurance Framework	31/03/2026	Head of Programme Management Office	Proposed updates to Assurance Framework to be considered by May 2026 Cabinet.	Green	29/04/2026
CD-GOV_26	Governance	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	Quarterly	Head of Programme Management Office	New appendix included in Quarterly Report providing progress on all actions. RES updates also added to AIP reporting template.	Green	29/04/2026
CD-GOV_27	Governance	Develop the Annual Performance Report (April 2025 – March 2026)	11/07/2026	Communication and Marketing Manager	Work is underway to develop the 2025/26 APR including a communication plan to promote the report and involve local member council comms leads.	Green	29/04/2026
CD-GOV_28	Governance	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Ongoing	Support Officer	Objective Connect folders transferred to SharePoint where required. Ongoing review of electronic and hard copies to ensure document retention requirements adhered to. Project underway to transfer files to EDRMS.	Green	29/04/2026
CD-GOV_29	Governance	Maintain Programme Risk Register and Issues Log	Ongoing	Head of Programme Management Office	Risk Register and Issues Log continue to be updated on a monthly basis. Circulating Risk Register and Issues Log to the Support Groups' Chairs for their information and comment.	Green	29/04/2026
CD-GOV_30	Governance	Develop Interim and Quarterly Programme Status Reports.	Monthly	CD Programme Manager	Quarterly Programme Status Report continue to be updated and a quarterly basis to account for the programme/projects progress. It has been agreed with the Lead Officers and the Director for Regional Economic Growth that, going forward, the Interim Report will no longer include updates for every project by default, but will instead focus on exception reporting and will continue to include Change Control Requests, Business Case approvals or other key developments. In the future we will look into revising the structure of the QPR.	Green	29/04/2026
CD-GOV_31	Governance	Maintain Overall Programme Plan	Monthly	CD Programme Manager	Monthly update of dashboard for inclusion in the new Programme Status Report. Identify Milestones for project progress reporting.	Green	29/04/2026
CD-GOV_32	Governance	Complete Programme-level Lessons Learned exercises	As required	CD Programme Manager	Continue liaising with the MAs for the future preparation of Lessons Learned. Member Authorities (MAs) will be involved in a series of Lessons Learned exercises throughout 2025/26 including their experiences in working with bodies such as Network Rail and the process for marketing sites. These summaries should highlight key challenges, successes, and any recommendations for improving future engagement and delivery. A number of Lessons' Learned topics were identified at the Lead Officers' Group (February 2026). MAs are now requested to complete Lessons Learned Reports summarising key insights from project delivery to inform future projects and wider programme delivery. The PMO presented a list of Lessons Learned topics to the Lead Officers' Group (LOG), facilitated discussion at the meeting and subsequently drafted and submitted a paper to LOG for review and comment. The 2026/27 Lesson Learned Exercise series has been scheduled	Green	29/04/2026

Ref No	Name	Action	Approved Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
CD-GOV_33	Governance	Business Cases Approved	Ongoing	CD Programme Manager	<p>Business Cases Approved <u>in period</u>:</p> <ul style="list-style-type: none"> - GCC: CWWEIQ - DDF CWIC FBC - GCC: ECS - Red Dalmarnock FBC - GCC: EIIPR - Argyle St East FBC - EDC: Westerhill Development Road FBC - EDC: Bishopbriggs Town Centre FBC - SLC: CGA Larkhall - Holy Cross High School FBC - SLC: CGA East Kilbride - St Andrews/St Brides FBC - IC - Inchgreen Ph.2 FBC <p>Business Cases Approved <u>Last Quarter</u>:</p> <ul style="list-style-type: none"> - GCC: EIIPR - Stockwell Street FBC - NLC: ECS - Ravenscraig Ph.1 FBC 	Complete	21/04/2026
CD-GOV_34	Governance	Business Cases Submitted	Ongoing	CD Programme Manager	<p>Business Cases Submitted in Quarter and under appraisal:</p> <ul style="list-style-type: none"> - SLC: Larkhall CGA - (Larkhall Leisure Centre FBC) 	Green	21/04/2026
CD-GOV_35	Governance	Delayed Business Cases	Ongoing	CD Programme Manager	<p>Business Cases that have <u>missed their submission deadline</u> and are awaiting restatement:</p> <ul style="list-style-type: none"> - GCC: EIIPR - Broomielaw/Clyde St FBC (Nov 2025 CEG) - SLC: Sustainable Transport Intervention FBC (May 2025 CEG) - SLC: ECS - Cathcart Road FBC (Dec 2025 CEG) - GCC: CNG - Port Dundas: Dobbies Loan FBC (Dec 2025 CEG) - GCC: MGSDP - Eastern Springburn FBC (Feb 2026 CEG) - ERC: M77 Corridor - Balgray Visitor Facilities FBC (May 2026 CEG) - SLC: Larkhall CGA Merryton Roundabout & Link Road FBC (May20 26 CEG) - RC: ECS - Tech Terrace AMIDS (New Build) FBC (May 2026 CEG) 	Amber	21/04/2026
CD-GOV_36	Governance	Future Business Cases	Ongoing	CD Programme Manager	<p>No Business cases were submitted for <u>May 2026 CEG</u>.</p> <p>Business cases to be submitted for <u>June 2026 CEG</u>:</p> <ul style="list-style-type: none"> - GCC: CCB - High Street Public Realm and Connectivity - GCC: MGSDP - High Knightswood/Netherton SWMP - NLC: A8/M8 Corridor Improvements - Eurocentral Access Infrastructure (Ph.1 & Ph.2) - SLC: Stewartfield Way Capacity Enhancement - ERC: ECS - Crossmill Industrial Units (New Build) - SLC: ECS - Industrial Unit (Upgrades and Retrofit) 	Future	21/04/2026
CD-GOV_37	Governance	Delivery Confidence Review	Ongoing	CD Programme Manager		Complete	04/12/2025

Appendix 11 - Regional Economic Strategy Action Plan

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_1	City Deal Programme	Deliver key project milestones as set out within City Deal Annual Implementation Plan	April 2024-March 2025		Of the City Deal's 22 Projects: no project is reported Red status; 1/22 is fully Complete - Gartcosh/Glenboig Community Growth Area Project; 2/22 are reporting at Amber status; and 19/22 are reporting at Green. All Strategic Business Cases (20) , Outline Business Cases (30) and Strategic Outline Programme Business Cases (1) are now complete. 75 of 119 Full Business Cases are now complete.	Green	27/04/2026
RES_2	Innovation Programme	Deliver Innovation Accelerator Programme	Mar-26		Eight projects have been selected for the £10m extension. However, one of the companies leading one of the projects has gone into administration. The money has been allocated as approved by GEL Innovation Group and DSIT. The remaining projects are proceeding as expected. The programme has now been delivered	Complete	29/04/2026
RES_3	Innovation Programme	Deliver the Innovation Action Plan (Ecosystem, Identity, Assets & Infrastructure, Skills, Inclusion)	Ongoing		ICE enabling infrastructure, supported through the GCR City Deal, has been completed. GAIA works are complete and the Medicines Manufacturing Innovation Centre is now operational. NMIS operational in 2023. Renfrewshire Council is completing installation of a fifth-generation renewable energy network which is the first of its kind in Scotland and will supply facilities with heating and hot water. It is estimated that £185m of investment has already been attracted into AMIDs. Enabling works for the CW&W Innovation District are being supported through the CWWEIQ City Deal project - Govan-Partick Bridge and Byres Road Public Realm Phase 1 are complete with Phase 2 underway . Update on benefits delivered by innovation projects was included in the APR 2024/25. A brief is being developed to bring in an agency to support the Region develop its 'Innovation Identity'. The IAP Skills Group is engaging with Innovate UK regarding a £150k pilot to look at innovation skills across the Region. The approach to developing the Region's £50m Local Innovation Partnership Fund is being developed in line with the Innovation Action Plan, with a portfolio to be taken to June Chief Executives Group . A review is underway of how we deliver IAP in line with different funding streams (e.g. IZ and LIPF) which will be taken to to the GEL Innovation Group in February. A revised proposal to take a cluster growth approach to be taken to the delivery of the IAP will be taken to the next GEL Innovation Group meeting at the end of summer	Green	29/04/2026
RES_4	Innovation Programme	Deliver the benefits of the City Deal Innovation Projects: Continued delivery and benefits realisation (ICE, AMIDs, CWWEIQ)	Ongoing		ICE enabling infrastructure, supported through the GCR City Deal, has been completed. GAIA works are complete and the Medicines Manufacturing Innovation Centre is now operational. NMIS operational in 2023. Renfrewshire Council is completing installation of a fifth-generation renewable energy network which is the first of its kind in Scotland and will supply facilities with heating and hot water. It is estimated that £185m of investment has already been attracted into AMIDs. Enabling works for the WE&W Innovation District are being supported through the CWWEIQ City Deal project - Govan-Partick Bridge and Byres Road Public Realm Phase 1 are complete with Phase 2 underway . Update on benefits delivered by ICE were included in the APR 2025/26. Renfrewshire Council economic development staff to attend Lead Officers' Group going forward to update on benefits realisation. AMIDs has been selected as a Priority Project by National Wealth Fund. NWF convened a workshop Jan 2026 with key stakeholders to identify barriers and solutions to attracting follow-on investment.	Green	27/04/2026
RES_5	Innovation Programme	Develop Local Authority Economic Baselines and Specialisms to support local strategies and LDPs.	Dec-25		The Hub is using its evidence base to provide local authority baselines. The aim is to provide a wider economic baseline for each member authority (upon request) which looks at current position and identifies key sectoral specialisms . The East Renfrewshire Baseline was completed in February 2024. Baselines for Renfrewshire and East Dunbartonshire have been completed. A baseline for South Lanarkshire Council, including a detailed look at their town centres, to support their LDP evidence base work has also been completed.	Complete	25/11/2025
RES_6	Innovation Programme	Develop profiles on GCR's Economic Clusters	Jun-27		The quantitative cluster analysis continues to be reviewed and updated annually. Over the next 18 months, the team will conduct a qualitative exercise to be better understand the barriers and opportunities for cluster growth. This will be done via engagement with businesses and specialists.	Green	26/01/2026

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_7	Investment Programme	Develop Proposal for GCR Investment Zone	Dec-25		<p>GCR was awarded one of two Investment Zones in Scotland in summer 2023. The GCR IZ provides £160m grant funding over a 10 year period. The investment is designed to support the growth of a particular sector within GCR, with either Capital, Revenue or Tax Incentives. To access the funding GCR has to submit an IZ proposal to UK and Scottish Governments for approval. Objectives for the GCR IZ have been agreed by CEG & Cabinet, together with the UK & Scot Gov. The GCR IZ proposal will be developed following the conclusion of the Phase 2 application 'open call'. The call is for private sector and academic partners to submit bids to access the GCR IZ funding. The Eligibility is restricted to organisations that operate in the Advanced Manufacturing, Life Science and Digital Tech sectors. The application process closed 31 March '24. A total of 41 applications were received, with an overall project value of just under £1.9bn (£640m grant, £1.24bn match). There were 25 applications from the Advanced Manufacturing Sector, 10 from Digital Tech and 6 from Health and Life Sciences. Following approval of the GCR IZ 'short-list' at the February '25 GCR Cabinet, the GCR PMO has been working with the shortlisted bidders to develop the Gateway 4 submission. Draft 1 of Gateway 4 was submitted to UKG and SG Friday 4 July 2025, with an updated final version due to be submitted to UK and Scottish Government by 30 September 2025. Renfrewshire Council have also commission KPMG to provide advice and guidance on the development of the proposed Tax Site. An update report will be presented to both CEG 18 September 2025.</p> <p>Gateway 3 and 4 has been approved by Government. Gateway 5 has been submitted to UKG and final approval is expected before the end of December.</p> <p>The Assurance Framework and Strategic Outline Business Case (SOPBC) were approved by Cabinet on 18 November 25.</p> <p>Formal approval of Government Gateway Process received on 23rd Dec 2025.</p>	Complete	14/01/2026
RES_8	Investment Programme	Deliver Investment Zone GCR	Mar-35		<p>Annual Delivery Plan and Change Control Approved by Government February 2026 Revenue Grant received 25th February 2026 Capital Grant recieved 12th March 2026 Additional Skills Grant recieved 25th March 2026 Tax Site went LIVE 25th February 2026 Investment Promotion Partnership Workshop held on 25th February with MAs, both Governments, public bodies, academia, industry and Investment Zone projects MOU between UK Govt (MHCLG) and GCC signed Feb 26 MOU between Scottish Govt and GCC signed March 26 10 year Grant Pass-down and Y1 Grant Offer Letter issued to projects on 2 April 26</p>	Green	24/04/2026
RES_9	Investment Programme	Submitted and Approved Business Cases for Investment Zone	Mar-29		<p>Laser Supply Chain and Advanced Packaging OBC approved at CEG 12th February 2026 Neuranics FBC approved on 26 March 2026. Further to the Approval of the Nueranics FBC at CEG and the confirmation of the Scottish Enterprise Capital contribution of £476,097 amend the approval for the GCR contribution by £17,500 to cover the non-recoverable VAT on the Capital Installation costs of the Ion Milling Machine. This amendment is still within the agreed £5,200,000 total public sector contribution to the project. NCASP OBC approved on 26 March 2026 Tax Site FBC Submitted and currently being appriased in advance of May CEG Skyrora FBC expected to be submitted for June CEG Prism OBC sexpected to be submitted for June CEG Malin OBC sexpected to be submitted for June CEG Some projects will produce phased FBCs. All projects will submit an FBC over the next 12 months.</p>	Green	24/04/2026

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_10	Clyde Mission	Develop a Strategic Masterplan for Clyde Mission	Jul-26		<p>The first phase of the development of the Clyde Mission Strategic Masterplan has now been completed. Intensive foundational activities have included walking the ground with local authority partners, reviewing existing plans and strategies, mapping constraints and opportunities, and conducting focused discussions with area stakeholders. These activities have promoted joined-up thinking and helped identify realistic investment opportunities.</p> <p>Comprehensive engagement with a wide range of stakeholders has been coordinated across the member authorities by the Short Term Working Group. This engagement has been central to ensuring that the Masterplan reflects shared priorities for the Clyde corridor. The first phase of engagement specifically targeted stakeholders with a vested interest in the study area, including key agencies, policymakers, regulators, local authority partners, educational institutions, landowners, operators, and investors. In total, 357 unique participants were engaged through six thematic online workshops and five area-specific field studies along the Clyde corridor.</p> <p>The draft Masterplan, together with the accompanying engagement report, is expected by the end of April 2026. This will identify key priorities across the strategic themes, signature locations, and priority actions for the corridor.</p>	Green	27/04/2026
RES_11	Clyde Mission	Design the Heat Decarbonisation Fund scheme	Nov-25		The Clyde Mission Heat Decarbonisation Fund (CM-HDF) was launched on 10 December 2025 following a successful scheme design process.	Complete	27/04/2026
RES_12	Clyde Mission	Deliver the Heat Decarbonisation Fund	Mar-29		<p>The Clyde Mission Heat Decarbonisation Fund (CM-HDF) remains open to applicants, with submission deadlines in 2026 set for 27 February, 31 July and 27 September.</p> <p>Round 1 closed on 27 February and attracted two applications, with a total funding request of £2.6 million. These applications are currently being assessed by an independent panel. A report with recommendations will be then considered by the GCR CEG on 13 May, with updates provided to the Regional Partnership on the same day and to the GCR Cabinet on 26 May.</p> <p>The Fund is hosted on a dedicated website that includes an online eligibility test, a grant-application portal, a story map outlining the scheme, and a comprehensive suite of guidance documents. Governance of the Fund has been incorporated into the existing GCR processes.</p> <p>The associated subsidy scheme has been registered to meet the requirements of the UK Subsidy Control legislation.</p>	Green	27/04/2026
RES_13	Sustainable City Region Programme	Deliver the Green Network Blueprint	Ongoing		GCR Place's Green Network team has now provided bespoke Nature Network reports for every Member Authority in support of Local Development Plan Evidence Reports and is applying this to subsequent 'Call for Sites' assessments. 2025/26 has also seen the completion of peatland restoration projects spanning several hundreds of hectares at West Tandlemuir (Renfrewshire) and Hardridge Phase 2. Working closely with Member Authorities, Nature Scot and other partners, the team has also helped set up the River Kelvin Catchment Partnership. The Partnership's vision is "Working together in partnership to create a healthy, resilient and nature-rich River Kelvin catchment that connects communities, enhances biodiversity and supports climate adaptation".	Green	27/04/2026
RES_14	Sustainable City Region Programme	Support the delivery of Clyde Climate Forest	Ongoing		Clyde Climate Forest has planted over four million trees across the whole region in its first four years of operation. The latest community planting event took place at Cathkin Breas as part of Glasgow's 850 celebration, with school pupils helping to plant 10,000 trees to reconnect woodlands, enhance nature networks and boost biodiversity. Current efforts are focussed on securing funding to continue the initiative into 2026/27 and through to completion in 2032.	Green	27/04/2026
RES_15	Sustainable City Region Programme	Progress the Glasgow City Region Climate Adaptation Strategy Action Plan	Ongoing		The Head of Place has joined the Climate Ready Clyde and GALLANT project boards. An independent review of progress with the Climate Adaptation Strategy has informed a re-focussing of CRC priorities. CRC has been successful in securing £200,000 to support adaptation delivery related activities. CRC worked with MAs to identify projects to be funded and continues to work with MAs on project delivery. The Head of Place is also on the GALLANT Board and has been liaising between these organisations through the Clyde Mission Masterplan to identify opportunities to embed climate adaptation measures.	Green	27/04/2026
RES_16	Clyde Metro Programme	Support the development of the Case for Investment for Clyde Metro, including the provision of intelligence and policy support towards the broader placemaking element	Feb-27		Approval has been given by CEG to fund the GCR Place Team to support place workstream. The Metro project has been selected as a 'Focus Project' by the NWF. An action plan for NWF support has been developed. <i>Proposals for changes to the Metro governance arrangements were approved at the 5 March 2026 Cabinet.</i>	Green	27/04/2026

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RES_17	Housing Retrofit Programme	Deliver the GCR Regional Retrofit Strategy	Feb-28		The Regional Retrofit Strategy and Action Plan was presented and approved by GCR Cabinet on 25 February 2025. The content of this strategy was promoted during Retrofit Action Week and as part of the Glasgow's Retrofit Summit held between 11-13 February. The GCR Housing Retrofit Delivery Group will consider the action plan as a standing item on their 6 weekly agenda to start to progress actions. GCR PMO and GCC attended a roundtable hosted by the Existing Homes Alliance on 20 May to explore the importance of establishing One Stop Shop/ Retrofit Agency in the delivery of retrofit at scale. This action has been amended to now cover the delivery of the Strategy until February 2028. Current activity is underway to understand local ABS delivery and share best practice. This has been captured via a survey sent to member authorities and a follow up interview to identify challenges and bottlenecks in internal processes. There is also work underway to more fully understand the impact of disrepair and how this impacts retrofit delivery in terms of cost and effectiveness through examples provided by officers that attend the HRDG. A report was presented to Regional Partnership on the 12 February and will be presented to Cabinet on 17 March giving an update a year on from the publishing of the Regional Retrofit Strategy. Planned future work includes liaison with the Scottish Government on the future provision of advice and hosting a regional LHEES meeting to share best practice.	Green	09/03/2026
RES_18	Housing Retrofit Programme	Support MAs and Partners to Engage on Domestic Retrofit (e.g. Retrofit Awareness Week).	Feb-25		Working through the Housing Retrofit Delivery Group, GCR is supporting the Retrofit Awareness Week event that will take place 8-16 Feb 2025, with the Glasgow Retrofit Action Summit taking place from 10-12 Feb 2025. The Retrofit Awareness Week will encompass a range of activities to raise awareness of the work being undertaken by the MAs and other organisations across GCR. Supporting broader efforts to collaborate around retrofit activity among regional partners is at the core of the emerging Regional Retrofit Strategy. Retrofit Action Week and the Retrofit Summit took place between 8-16 Feb. GCR presented at the Retrofit Summit sharing some of the content of the Regional Retrofit Strategy. The Retrofit Summit received the highest number of attendees yet with over 498 delegates. All GCR MAs were invited to participate in Retrofit Action Week with proposals to widen the regional approach in coming years.	Complete	29/04/2025
RES_19	Housing Retrofit Programme	Improve use of Existing Retrofit Funding (EES: ABs)	Jun-26		The main source of funding for domestic retrofit is through the SG's EES:ABs investment programme which is allocated directly to MAs. MAs have identified a number of issues impacting on their ability to spend their grant allocations and maximise the benefits for local residents. These challenges include: - SG grant conditions and timescales; - internal local authority processes; and, - wider market and commercial challenges relating to retrofit delivery. The Regional Retrofit Strategy and Action Plan 2025-2028 was approved by GCR Cabinet on 25 February. This included a specific action to further engage with SG around ABS funding to seek to secure multi-year funding allocations that enable MAs to establish longer term local retrofit delivery plans. Delay due to waiting on information from SGOV around previous spend to feed into the development of survey. Current work to explore ABS delivery is underway. Member authorities have been asked to complete a survey looking in more detail at internal processes. This survey has followed up with interviews with key staff in member authorities to fully understand internal processes, identify any bottlenecks and share best practice. The initial results of this survey were shared and follow up calls with MAs were organised. Key learning was included in the update report to Regional Partnership on 12 February and will be presented to Cabinet on 17 March 26.	Green	09/03/2026
RES_20	Housing Retrofit Programme	Deliver the 5G Innovation Region (Smart and Connected Social Places) - Net Zero Sensors and Metrics Project	Mar-25		Net Zero Social Assets (Green) 50 houses have sensors installed out of circa 300 letters sent. 15 properties have been in touch with CaCHE for further research, they would like 20. Initial interviews and questionnaires received. We are liaising with N3rgy regarding obtaining Gas Readings Consent. Confusion around consent and verification being worked through. The work is now completed and will be wrapped into Phase 2	Complete	08/09/2025
RES_21	Future Skills Programme	Improve & develop GCR Employer Engagement arrangements.	Ongoing		Employer Engagement activity continues across the sector / sub-sectors of Advanced Manufacturing, Life Sciences, Maritime and Early Learning and Childcare. Direct investment from UK Government, Scottish Government and Glasgow City Council supports the skills activity within the City Region. Employer engagement in Maritime, Early Learning & Childcare and Life Sciences has commenced to better understand skills demand and skills and how this can be translated into activity within the region. GCR is currently recruiting a Group Manager for Skills, who once recruited will take forward both the wider skills agenda and the specific focus on employer engagement.	Green	24/04/2026

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RES_22	Future Skills Programme	Deliver the Local Government Skills Project, including for planning roles and scoping a wider programme of activity.	Ongoing		<p>Led by Fiona Whittaker, Head of People (NLC), activity has been taken forward to address various identified skills shortages in Local Government across the eight Member Authorities. The first area of focus is 'Planning'. In partnership with UWS a 'graduate apprenticeship' programme has been developed. The Programme consists of both a 2-year 'Masters' and a 4-year 'undergrad' course the commenced in 2025. MAs have committed to a number of places for inclusion these courses in order to meet their own demand for planning officers.</p> <p>An initial cohort of participants have commenced the UWS 2-year Masters programme in Jan '25, with a smaller cohort commencing year 1 in Sept 2025. Cohort 3 of this planning course is due to take place in 2026 and GCR PMO and UWS are in discussions around ways to boost numbers and uptake of training offered/.Attention is now focussed on a similar approach to Environmental Health, which face similar challenges. A session took place in August 2025 with Heads of HR and Heads of Environmental Health from across the GCR, to determine both the scale of the challenge and the opportunity for GCR to support. REHIS are taking this forward with support from Fiona whittikar (NLC) along with the GCR PMO.</p> <p>Following a review of Local Government Training Opportunities a number of Member Authorities have committed to explore paid work experience places and intern positions, within their Local Authorities. Glasgow city Council are developing a small scale pilot programme for work placements for Senior phase school pupils. North Lanarkshire council are in discussions in the hopes of piloting an internship programme in 2026.</p>	Green	24/04/2026
RES_23	Future Skills Programme	Heat Decarbonisation Skills: Map provision and estimate upskilling requirements	Dec-25		Robin Ashton, Vice-Principal, Glasgow Kelvin College, undertook a review of college training provision for Heat Decarbonisation across the six FE colleges in GCR.	Complete	25/11/2025
RES_24	Future Skills Programme	Maritime: Measure Apprenticeship demand and recommendations from Rand Report	Mar-27		<p>Led by Skills Development Scotland and BAE systems Rand consultants were commissioned to undertake a study of the maritime sector in the region. The report has been finalised and presented to the RSDG.A programme of interventions delivered by Member authority Local Emloyability Partnerships and local Colleges has now been developed and is due to be delivered in financial year 26/27</p> <p>As per the recommendation within the RAND report an industry led 'WORC' group has been established. The WORC group has guided the development of activity to utilise the £2m funding secured to support skills development within the Maritime sector in the GCR.</p> <p>The GCR PMO is worked with industry leads and the eight Member Authorities to design activity that can be delivered over the next 18 months that can support the project objectives. This activity will directly relate to the opportunities identified via the WORC Group of Maritime employers, Regional colleges, industry leads and local employability partnership leads are working with Skills development scotland and the GCR PMO to refine intervention propsals, which will allow a programme of skills improvemnet to be developed.</p> <p>Due to development timelines GCR claimed a partial financial amount of funding in financial year 25/26, circa £300K. It is expected that delivery will continue in 2026/27, however due to the upcoming Scottish Parliament election in May 2026 this funding is classed as "at risk" this will need to be approved by incoming ministerial government and due to this the status of this action has been changed to Amber.</p>	Amber	24/04/2026

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RES_25	Future Skills Programme	Regional Skills Devolution Group: work to progress the proposals to devolve skills decisions to GCR.	Jun-26		<p>Following the creation of the RSDG in September '23, the RSDG has developed '4 asks' of Scottish Government. These asks have been communicated to SG and dialogue with SG officials is ongoing. Liz Connolly, Principal (West College Scotland) has taken on the role of Chair of the RSDG (August '24). In addition, Skills Devolution will form one of the key priorities for GCR in the coming 12 months, with the expectation that the RSDG will be formalised in GCR structures.</p> <p>Progress to date with SG has been slow, with the hope that a renewed focus in the next quarter can yield progress which is why this has been flagged as amber for this reporting period.</p> <p>It is proposed that the RSDG focus is now on the four priority sectors; Maritime, Heat Decarbonisation, Local Government and Investment Zone. Therefore RSDG activity directly supports these four sectors in the first instance, rather than the wider regional economy. Once an approach and methodology has been developed and tested it would then be rolled out more widely.</p> <p>RAG status will remain at Amber until actions have been agreed by the RSDG. The Minister for FE and HE, Graeme Dey, visited GCR on 27 May to meet with members of the RSDG.</p> <p>With the change in the chair of the RSDG a meeting is scheduled with the Director of Regional Economic Growth to determine the most appropriate next steps.</p> <p>Following the appointment of the new chair of the RSDG and Colleges Partnership West a request was presented to CEG to approve the recruitment of a Group Manager - Skills. This post will report directly to the Head of Regional Economic Delivery and will also support the work of the Regional Intelligence Hub. Following a successful recruitment process, the Group Manager - Skills will join the GCR team in Early May 2026</p>	Amber	24/04/2026
RES_26	Future Skills Programme	Develop skills programmes to support the Investment Zone and Innovation Action Plan	Jun-26		<p>A percentage of the GCR IZ grant has been ring-fenced for the development of a skills and business support programme. While the bulk of the allocation will be grant funding to individual projects, the remainder will be used to build a programme of skills development to directly support the direct supply chain and skills to the chosen sector. The programme will be developed in partnership with relevant stakeholders across HE/FE.</p> <p>GCC are currently leading on the development of a skills programme to support the IAP. College Local Innovation Centres (CLIC) pilot project, funded by the Innovate UK Further Education Innovation Fund. The programme will help businesses across the Glasgow City Region gain access to comprehensive support and guidance on embedding and embracing innovation within their organisations. The hubs will support businesses in a number of sectors including health, sustainability, and digital.</p> <p>In the development of the Gateway 4 GCR IZ submission GCR PMO and partners will develop the skills programme to support the IZ programme. It is expected that a range of regional partners will be involved in both the development and delivery of this intervention. Governance for the GCR IZ Skills programme will align with the Innovation Accelerator</p> <p>As the GCR IZ Gateway 4 proposals are developed the proposed skills programme will be refined. It is expected there will be input from both organisation benefiting from the direct GCR IZ grant funding and SDS/SE will contribute to the design of the programme.</p> <p>This action aligns with action point RES_7 - see action above</p> <p>This activity will be taken forward following the appointment of the GM -Skills in early May 2026.</p>	Green	24/04/2026
RES_27	Future Skills Programme	Skills analysis: develop a methodology for looking at future skills needs of different sectors	Jun-26		<p>The Intelligence Hub will consult with regional partners to develop the methodology which will be finalised before the end of March 2025. This work is on-going with work to support RES_3. This work is being wrapped into a wider labour market study being undertaken by the Hub and will be supported by a new regional skills manager</p>	Amber	29/04/2026
RES_28	Future Skills Programme	Support the delivery of the Multiply Programme	Mar-25		<p>Work has been underway since October 2023 to scope and deliver a Regional comms and marketing campaign / approach for Multiply. This has included the appointment of agencies / work for creative look and feel and for media buying and planning, the setting up of a telephone response line and new website, and various campaign activities via radio advertising, bus advertising, posters in key transport hubs and online and digital advertising. An engagement resource has been in place since May 24 to provide support and to enlist the support of key stakeholder organisations and agencies. A summary report of work to date was completed in August 2024. Various other strands of work were progressed to promote Multiply at a Regional level, including a Partner Toolkit which provided stakeholders with messaging, information and resources to support them to promote Multiply to their staff, clients and / or customers. A monthly meeting with the officers delivering Multiply was established to share learning and better coordinate activities. Two numeracy related Podcast were developed working with Sunny Govan Radio / promoted which sought to build capacity and promote courses. The Podcasts were promoted widely and related content included on the</p>	Complete	24/04/2025

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					Multiply123 website. As we reach the programme conclusion, final activities included a Stakeholder Event in late March to gain collective feedback and learning, with a summary report produced which set out finding from four workshops. An online survey has also been developed and was promoted to course participants, running throughout April. And finally, a summary report of findings from the Regional Marketing of Multiply will be produced, with learning and recommendations included.		
RES_29	Economy and Health Programme	Develop Strategic Business Case for refreshed Healthy Working Lives programme for GCR businesses to support people to sustain healthy working lives.	Mar-26		Work to progress SBC led by the PMO with the support of a small Steering and Development Group. Alongside the content of the strategic case, an employer engagement exercise helped to identify potential project options, and further individual discussions held with stakeholders.-Complex process due to the requirement to consider the potential for both improving existing services/offers and introducing new interventions to fill the identified gaps, and the broad nature of the issue itself. Connections have been made with related work at Scottish Government, Prosper, and the University of Glasgow, including contributing to UK Government's Mayfield Review and participating in development of the Health and Work Action Plan with PHS for Scot Gov. Work is being undertaken to align what has been learned regarding the options for improving employee retention rates and preventing those in work from falling into economic inactivity with the activities of partner organisations in the Region, and nationally. In addition, activity focused on tackling employability and employee retention is being scoped for Inverclyde, supported by the PMO and Hub, recognising intractable issues in this area. Options are also being explored to better align health and economic development at the strategic level, with employee retention in fair and healthy work as a focus. Chief Execs of both NHS Boards within the Region now invited to join regional Chief Executives' Group. Specific session to be organised with Chief Executives of MAs, NHS Boards, and other strategic partners, as approved at CEG (7th August '25). Exploration of Marmot Places work as a potential shared area of interest.	Superseded	24/04/2026
RES_30	Economy and Health Programme	Secure accreditation with Living Wage Scotland to make GCR a Living Wage Place	Nov-27		Living Wage Place Action Group established, co-chaired by the Director of Regional Economic Growth and the Chief Executive of a small retail business located in Glasgow City. Working with Living Wage Scotland, private, public and third sector members acting as champions and advocates for Living Wage accreditation via Action Group membership. The Action Plan includes milestones for number of Living Wage accredited businesses in the Region, and number of workers receiving an uplift in their pay as a result of these accreditations. Action Plan approved by Cabinet, and social media launch of campaign (5/11/24). While the initial work of establishing the Living Wage campaign has been delivered, accreditation with Living Wage Scotland is a three-year process that begins at the campaign launch date. This is reflected in the timescale for this action - November 2027. Action Group meets quarterly, with a mix of in-person and online sessions. Goal for number of new accreditations in year one was met (n=200; Nov 25). Successful in person event delivered at end of year one (November 25). Glasgow City Region now participates in the UK-wide 'Making Living Wage Places Group', facilitated by the Living Wage Foundation. Beginning to focus on actions to increase accreditation in priority sectors. GCR Action Group shortlisted for Living Wage Award. End of year one review complete, and year two action plan in place. Year two work underway with in-person Action Group meeting on 12th May.	Green	24/04/2026
RES_31	Economy and Health Programme	Establish and embed a GCR Good Employment Charter	Jun-26		Following approval to establish a regional good employment charter, a survey to gather views from employers on the focus, content, and management of the Charter was undertaken, with the findings used to shape the Charter content. The draft Charter discussed by EDG and the regional Anchor Network. EDG consulted on the preferred delivery model to deliver the Charter objectives. Series of discussions held with those managing similar schemes in other places, including Belfast City, North of England, West of England, and Greater Manchester Combined Authorities. PMO undertaking an assessment of capacity and resource required to support the further development and delivery of the charter, in line with the preference for a model that is embedded regionally. Delay in delivery reflects the need to resource appropriately prior to launch. Current expectation is to take a proposal to November Cabinet. Capacity and resource requirements closely aligned to Foundational Economy Challenge Fund work with good progress being made in identifying crossovers and commonalities and plan to appropriately resource. More detailed exploration of resourcing with lead officers for established charters highlights requirement for dedicated capacity prior to launch. While pre-launch actions being progressed further work needed to identify way forward.	Amber	24/04/2026
RES_32	Economy and Health Programme	Pilot 'Economies for Healthier Lives' CHIA Toolkit on key GCR projects: Metro Business Case, existing MA retrofit investment, and EVCI.	Jan-26		Economies for Healthier Lives' CHIA Toolkit has been developed and piloted on key Local Authority and GCR projects: Metro Business Case, CM HDF, EVCI, EALR, East Kilbride Masterplan, East Renfrewshire Crossmill business space and Glasgow City Region Investment Zone. The project is now complete, including the pilots' evaluation focus groups. A final report is due in January 2026, sharing lessons learned and making key recommendations for effectively embedding CHIA in GCR decision making processes. GCR PMO has embedded CHIA, including Health and Equity relevant questions within the Project Management Toolkit, making it a recommended approach that project teams undertake a CHIA screening workshop as part of their business case development.	Complete	05/01/2026
RES_33	Economy and Health Programme	Evaluate 'Economies for Healthier Lives' project	Jun-25		Evaluation of year three of the Glasgow Economies for Healthier Lives project has concluded. Write up is in partnership with the Glasgow Centre for Population Health. Final report provided to the project funder, the Health Foundation, and shared with the programme evaluation partner, Renaisi. Report published June 2025, in collaboration with GCPH. Work now complete.	Complete	12/06/2025

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RES_34	Inclusive Economy Programme	Progressive procurement: working through the Anchor Network to develop action(s) to increase public procurement spend in GCR, and the development of the Community Wishlist approach.	Sep-25		Building on progressive procurement activity within individual organisations, working with Scotland Excel and Anchor Network members, exploring the potential for a collective progressive procurement goal. Sub group of the Anchor Network met to discuss (10 Sept).; discussion and actions fed back into wider Anchor Summit (23 Sept). Work is ongoing with the support of Scotland Excel, to agree practical actions for members. Most recent Anchor Summit (2nd April 2025) focused on procurement and community benefits/social value generation with new Chair, Paul Manning, CE, South Lanarkshire Council, taking on the rolling chair role. Input on GCR Community Benefit Hub with invitation to partners to join. Interest to be followed up. Next Summit to be held in September '25 to conclude the focus on procurement, including input from Child Poverty Pathfinder, and progress to look at 'finance'. Moved to 'Complete' this reporting cycle as the Network moves on to focus of the Finance pillar.	Complete	29/08/2025
RES_35	Inclusive Economy Programme	Shared ownership: working through the Anchor Network to develop an action(s) to support the development of inclusive business models.	Mar-26		Programme Manager participated in national launch of NSET Action 44 report (5 Sept 2024) which focuses on increasing the number of social enterprises, employee-owned businesses and cooperatives in Scotland, supporting regional regeneration and the wealth of local communities. Follow up meeting with Cooperative Development Scotland to explore potential joint working. Future Anchor Summit to include focus on shared ownership and alternative business models, with input from Scottish Government. This action links closely with the RES Foundational Economy Programme. As Anchor Network continues to focus on the 'procurement' pillar, the shift to thinking about shared ownership will occur at a later Summit. Programme Manager participating in Democratic Business Summit, November 2025. Work on this pillar to form part of the regional response to the Community Wealth Building (Scotland) Act.	Amber	24/04/2026
RES_36	Inclusive Economy Programme	Finance: working through the Anchor Network to develop an action(s) to support the recirculation of wealth in GCR.	Sep-26		Contract with Good Economy commenced 12 January 2026. Taking Place Based Impact Investing approach to investment landscape in GCR. Stakeholder workshop held (Feb 26) and draft report received and shared with EDG members for comment/feedback (20 April 2026). Report to be presented to Regional Partnership (13 May). Progress of CWB Bill through Parliament highlighting need for clarity on 'finance' pillar and possibilities for local authorities/regions in this area. Further work on this pillar to form part of the regional response to the Community Wealth Building (Scotland) Act and will be in alignment with Invest Glasgow and other partners - TBC.	Green	24/04/2026
RES_37	Inclusive Economy Programme	To develop a Foundational Economy Programme including a series of educational workshops on the nature and importance of the Foundational Economy for the Region, a Challenge Fund to support businesses to innovate and become more resilient and a Foundational Economy Delivery Plan to support local authorities apply Foundational Economy principles across different areas of economic policy.	Apr-26		Foundational Economy Awareness Raising Workshops: already successfully delivered to various economic development services across the eight member authorities. The series of workshops will have concluded August 2025. Work is also underway to develop Foundational Economy capacity building resources on the Intelligence Hub website. Foundational Economy Challenge Fund: The Intelligence Hub has developed a proposal for the scope of the Foundational Economy Challenge and the principles have been approved by the Economic Delivery Group. Discussions are taking place with UKG and SG to identify potential funding options. This project is flagged as amber pending the potential to identify funding to support the delivery of the Challenge Fund. Pilot Foundational Economy Challenge Fund being taken forward with Glasgow City Council with a focus on Early Learning and Childcare sector with a view to expanding to other sectors and geographies based on learning from this pilot. An expression of interest phase will be launched in February with a formal launch underway in Spring 2026.	Complete	23/01/2025
RES_38	Inclusive Economy Programme	Deliver the 5G Innovation Region business cases for all programme elements: • Smart Social Assets • Connected Care and Wellbeing • Data Aggregation and Business Intelligence • GCR Connectivity Assessment	Mar-26	Mar-27	The project completed at the end of March 2026. However, to ensure a legacy from the 5G project, there will be a series of activities including: <ol style="list-style-type: none">1. Delivery of Regulator Pioneers Fund2. Support Barrhead housing association demonstrate the impact of pilot investment and scaling up3. Knowledge Sharing – facilitating lessons learned from previous work on smart connected social assets.4. Funding – help housing association partners apply for funding opportunities	Amber	26/01/2026

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RES_39	Green Business Support Programme	Deliver a package of Green Business Support to businesses in GCR.	Mar-25		<p>Funded through GCR UKSPF Member Authority contributions the GCR PMO have designed the commission of a programme of Carbon Baseline Audits (CBAs) through the Extend Plus project, to support 500 SMEs, across the region (NLC is not included, they have their own intervention). University of Strathclyde (UoS) has been commissioned to deliver the activity. MAs have aligned this intervention with up to £10k grant funding to support SMEs transition to net-zero.</p> <p>The ExtendPlus programme will run up until the conclusion of UKSPF funding (31 March '2025). There will be two levels of evaluation undertaken in relation to the ExtendPlus programme; one will be part of the IPSOS Place Based evaluation, the other will be a more in-depth evaluation by the GCR Intelligence Hub. The evaluations will help understand both the impacts and lessons learned from the intervention.</p> <p>The ExtendPlus programme came to a conclusion 31 March 2025, with over 300 Carbon Baseline Reports completed. While there was no appetite from MAs to continue with the ExtendPlus programme, there is a desire to still offer SMAs a Carbon Baseline Report. GCC and RC are working with the Energy Savings Trust to explore other opportunities. This approach is being shared round all MAs.</p>	Complete	30/04/2025
RES_40	Green Business Support Programme	ExtendPlus delivery: 500 Carbon Baseline Assessments to GCR businesses.	Mar-25		<p>The GCR PMO has finalised the contract for the ExtendPlus team at Strathclyde University to deliver 500 carbon baseline assessments for GCR businesses. MAs have reported challenges in engaging businesses to participate in the project and undertake a Carbon Baseline Audit (CBA). Given these challenges, the UoS has indicated that it has required to put in place additional resource to support businesses through the CBA process. The PMO is engaging with UoS to understand the implications of the additional resource requirement and any impact this may have on achieving the project target. In addition, the PMO has been engaging with MAs to identify mitigations that will potentially increase the number of business referrals to the project. This project was flagged as amber until the conclusion of the discussions with MA and UoS regarding the engagement issues. Discussion has taken place between GCR PMO, UoS and the regional MAs. The conclusion of recent discussion has been a proposal to revise the grant agreement with the UoS to pay actual and eligible costs incurred by UoS rather than payment per report milestones. A paper was taken to the GCR CEG on 24 October requesting approval to delegate authority to vary grant agreement to the DREG, which was approved. GCR PMO is in liaison with GCC legal to vary the grant agreement. The grant variation was fully executed on 19 February 2025. The ExtendPLUS project concluded on 31 March, delivering a total of 288 Carbon Baseline Reports across GCR.</p>	Complete	29/04/2025
RES_41	Green Business Support Programme	Review Green Business Support arrangements (Q3 2024/25).	Mar-25		<p>As per the action for RES_37 Green Business Support arrangements will considered as part of the evaluation(s) referenced under RES_37.</p> <p>THE GCR Intelligence Hub have completed an evaluation of the ExtendPlus programme. A summary of this evaluation will be included within the GCR UKSPF Update report to CEG 14 May '25. Any learning points will be included in any future design and commissioning of a future programme, as referenced in RES37.</p>	Complete	30/04/2025
RES_42	Electric Vehicle Charging Infrastructure Programme	Develop & deliver a GCR ECVI Collaboration with a Commercial Partner to deliver approx. 3,000 additional charge points.	Dec-26		<p>Jacobs consultants were appointed in December with an inception meeting held on 4 December 2024. Detailed site selection work has been undertaken. Recent work has focused on development of a detailed scope. The revised programme once confirmed will be used to support discussions with Transport Scotland, around the CPS cut off date and discuss the profiling of EVIF spend across 2025-26. Transport Scotland are granting £3.6m of EVIF. Legal colleagues from across the 8 MAs have been participating in legal sessions on IAA and property issues. It has been agreed to progress with Licence to Occupy. Current work includes drafting of the specification and preparation of documents for Invitation to Participate. The evaluation panel has also been working on development of quality questions, which includes technical and commercial questions for the proposed suppliers. The Invitation to tender (ITP) and concession notice were published on 22 December and the tender will remain live until 3 February 2026. Work is underway to review all ITP responses to identify a shortlist of suppliers. Work is also currently ongoing to develop the concession contract and build out the ITT for publication March/April 2026.</p>	Green	09/03/2026
RES_43	Electric Vehicle Charging Infrastructure Programme	Plan for future EVCI collaboration arrangements over medium to longer term.	Aug-26		<p>The medium to long term arrangements will be included in a subsequent IAA that reflects the conclusion of the procurement of a Charge Point Operator. The overall objective is to have a new CPO in place by December 2025. Weekly meetings have commenced between GCR PMO, and GCC Legal and procurement. Current work has focused on development of a scope to publish in a PIN and gather market feedback. Future next steps will include drafting of an IAA which determines collaboration arrangements in contract mobilisation and early drafting of a contract. Further development of the IAA is currently taking place with consideration of the governance and roles and responsibilities for all stakeholders including GCC as lead authority, all Member authorities and the Central Contract Management Team (CCMT). NRS GCC are have recruited a Contract Manager, currently taking a phased approach and will be full time in post by 27 March. Development of the IAA will be one of the first tasks for the contract manager/ CMT to develop</p>	Green	09/03/2026
RES_44	Commercial Land and Property Programme	Complete VDL OBC & FBC (inc. Ryden report, updated economic assessment, recommendations)	Mar-26		<p>GCR PMO, is finalising a process of carrying out ownership searches for individual priority VDL sites within GCR where the ownership is either marked as unknown or is unclear. The draft business case has been updated by the GCR PMO to incorporate ownership information.</p>	Green	30/04/2026

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_45	Commercial Land and Property Programme	Complete Commercial Assessment of the VDL Priority Sites	Dec-24		Consultants Ryden have been commissioned to undertake the commercial assessment of the agreed V&DL priority sites. This work will conclude in November and Ryden have been invited to present the findings of their research to the Chief Executives' Group on 5 December. The final report will be incorporated into the V&DL business case. The draft report has been circulated to all MAs and feedback has been received prior to circulating the final document.	Complete	30/04/2025
RES_46	Commercial Land and Property Programme	Deliver V&DL Business Case recommendations.	TBC		The timescale for delivering the recommendations will be set once the V&DL Business Case has been completed and the recommendations have been finalised.	Future	09/09/2025
RES_47	Commercial Land and Property Programme	Scope and develop Regional Commercial Property & Land Project	Mar-26		Discussions are ongoing between the GCR PMO and Place Team to update the V&DL business case and to update the actions for the AIP 2026/27.	Green	30/04/2026
RES_48	Commercial Land and Property Programme	Create a dashboard for the largest town centres in each local authority to help officers understand the performance of these centres	Jan-26	Jun-26	This action has been moved to Amber as further discussions are required internally to understand the future ownership of this action within the GCR structure.	Amber	25/04/2025
RES_49	Commercial Land and Property Programme	Complete energy efficiency analysis of GCR commercial and industrial premises	Mar-25		Consultants Ryden have been commissioned to undertake an assessment of the energy efficiency of commercial premises in GCR. This work will conclude in November 2024 and Ryden have been invited to present the findings of their research to the Chief Executives' Group on 5 December. The final report will be incorporated into the V&DL business case and it will also inform other projects such as Green Business Support and work with the Foundational Economy. This has moved to Amber as the timescale for concluding the report has moved December 2024 to March 2025 due to delays in undertaking the building surveys. The report has now been completed and will feed into wider discussions around investment in commercial and industrial premises in GCR.	Complete	30/04/2025
RES_50	Inverclyde	The GCR Intelligence Hub will undertake a study to baseline existing businesses in Inverclyde to identify those with growth potential (tourism, manufacturing etc).	TBC		The Hub is developing a scope to be agreed with Inverclyde Council staff that will include outputs and delivery scheduled. The team has submitted the draft and analysis and the team are engaging with staff at Inverclyde to finalise it	Green	30/04/2026
RES_51	Inverclyde	Undertake a Business Engagement Exercise to understand the growth aspirations and barriers to growth of Inverclyde businesses.	TBC		The Hub is developing a scope to be agreed with Inverclyde Council staff that will include outputs and delivery scheduled.	Green	30/04/2026
RES_52	Inverclyde	Work with Inverclyde Council to identify potential opportunities for the Inverclyde area through the Clyde Mission Strategic Masterplan and Heat Decarbonisation Fund.	Mar-28		Representatives from IC and other Inverclyde organisations have been engaged in the CM-HDF design process through attending workshops. There have also been follow up meetings in respect of specific projects in Inverclyde. Consultancy proposals for the Clyde Mission Strategic Masterplan have been assessed and the project is moving towards appointment. Representatives from IC have been involved in drafting the brief and participated in the assessment panel. A study tour of Greenock and Port Glasgow was included in the initial phase of engagement and the findings are contributing to the consideration of emerging priorities.	Green	27/04/2026

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_53	Inverclyde	Support Inverclyde Council, as the MA lead, to develop the scope for the Maritime Skills Programme and provide employment and training opportunities Inverclyde residents.	Jun-26		As per RES_24 IVC are the Local Authority lead for the development and delivery of the Maritime Skills Programme. Work is ongoing with SDS and the other 7 MAs to determine the most effective delivery mechanism. The initial co-hort of Production Operatives @ BAE resulted in 11 long-term unemployed individuals securing permanent employment. A second co-hort Production Operatives @ BAE is currently being developed.	Green	24/04/2026
RES_54	Inverclyde	Support Inverclyde Council in the co-design of an evidence-based programme to address economic inactivity due to ill health in Inverclyde, and support positive destinations for school leavers, and create an evaluation framework to sit alongside. This action will be used as a pilot project which, if effective could be rolled-out in other local authority areas.	Mar-26		The PMO and Hub have worked alongside Inverclyde Council in the co-design of an evidence-based programme to address economic inactivity due to ill health in Inverclyde. A draft costed proposal for a targeted intervention for young people (age 16-24) who have been economically inactive for up to 12 months has been submitted to Inverclyde Council (December 2025) for consideration and comment. Now finalised , this proposal will be utilised by Inverclyde Council to seek funding to deliver the approach. As a next step, further support focused on economic inactivity will be provided to Inverclyde Council by the PMO and Hub: to be discussed/co-designed. Regular catch ups scheduled between PMO and IC to take next stage of this work forward.	Complete	24/04/2026
RES_55	Inverclyde	The PMO will work with Inverclyde to unlock capacity funding for the development of Full Business Cases for the local projects included within the Enabling Commercial Space Project.	Dec-30		GCR PMO is working with officers from Inverclyde Council to support them in the development and evaluation of the business case for their projects included within the ECS Programme.	Green	30/04/2026

Endnotes 1

Strategic Objectives in the Risk Table

- A. Support the creation of new, sustainable jobs in high value growth sectors providing fair, living wages;
 - B. Provide improved transport connectivity for residents to access employment locations and for businesses to access national and international markets;
 - C. Support the remediation and unlocking of key development and regeneration sites across the Region, with a focus on brownfield sites, creating attractive, marketable, accessible locations for people and businesses to live and invest;
 - D. Support the delivery of a resilient, low carbon, sustainable, connected and attractive place capitalising on our existing social, cultural and environmental assets;
 - E. Support micro, small and medium sized businesses in growth sectors to innovate, commercialise and grow through the provision of incubation, growonspace and world class research and development facilities;
 - F. Provide additional skills, training, and employment support to those facing additional barriers to fair work and/or who are at risk of poverty; and
 - G. Use the Programme resources to maximise the leverage of additional private and public sector funding for the City Region
- N/A Not Applicable

RAG Status Key

Overall	RED	RED if one or more of the Time/Cost/Scope/Benefit Realisation indicators are RED
	AMBER	AMBER if one or more of the Time/Cost/Scope/Benefit Realisation indicators are AMBER
	GREEN	GREEN if one or more of the Time/Cost/Scope/Benefit Realisation indicators are GREEN
	COMPLETE	COMPLETE if all of the Time/Cost/Scope/Benefit Realisation indicators are COMPLETE
	FUTURE	For BC more than 1 year away from submission
Scope	RED	Significant change in the scope to the last approved* Scope which will affect the overall cost of the project or any Benefit Realisation. The project will be reporting at red if any of the outputs listed in the last approved* FBC or Change Controls are not or will not be fully delivered. *last approved: the latest of either the last approved BC or the latest approved Change Control
	AMBER	Minor changes to the last approved* Scope which will neither affect the overall cost of the project or any Benefit Realisation. The project will be reporting at amber if it is very likely that any of the outputs listed in the last approved* FBC or Change Controls are not or will not be fully delivered
	GREEN	In line with the last approved* Scope and with not very high risks/issues indicating a potential change in scope. The project will be reporting at green if all the outputs listed in the last approved* FBC or Change Controls are or will be fully delivered
	COMPLETE	A Project will be marked as complete when last approved* Scope has been fully delivered, the construction works are completed and all the certifications (certifying that the works have been completed in accordance with the specification to the satisfaction of the relevant authority i.e. Roads Authority, Building Control etc.) are signed by the relevant parties and the infrastructure is opened to the public
	FUTURE	For projects with FBCs more than 1 year away from submission
Milestones/ Timeline	RED	If the last approved* Construction and Formal Opening milestone dates are not or will not be met or if any of the last approved* Key Milestones has been at amber for 1 period or more and no relevant Change Control was approved at the last CEG
	AMBER	If any of the last approved Key Milestones (with the exception of Construction End and Formal Opening dates) as defined in the PMT are or will be delayed. The status stays at Amber for 1 period to allow the MAs to submit a Change Control for reinstatement. If the Change Control is not submitted and approved by CEG (the status will be escalated to Red until the relevant Change Control is approved.
	GREEN	Project is on track with last approved* Key Milestones
	COMPLETE	A Project will be marked as complete when last approved* Construction End and Formal Opening dates have met (i.e. the construction works are completed and the infrastructure is opened to the public) and all the certifications (certifying that the works have been completed in accordance with the specification to the satisfaction of the relevant authority i.e. Roads Authority, Building Control etc.) are signed by the relevant parties
	FUTURE	For BC more than 1 year away from submission
Finance	RED	The project is not fully funded and/or there are significant projected or actual adverse variances in the project costs/expenditure profile (out with approved tolerances) with no recovery plan.
	AMBER	The project is not fully funded and/or there are projected or actual adverse variances in project costs/expenditure profile (out with approved tolerances) however a recovery plan is in place.
	GREEN	The project is fully funded and there are no actual or projected variances in project costs/expenditure profile.
	COMPLETE	Project is finished and asset is completed and operational and all financial transactions relating to project have been settled.
	FUTURE	For BC more than 1 year away from submission
Benefit Realisation	RED	Significantly behind/outwith the targeted benefit realisation without a recovery plan that will have a negative impact on the estimated project economic benefits (GVA or jobs) delivered by the end of the City Deal in 2035. This includes circumstances where there is no remedial action or effective mitigation and there: <ul style="list-style-type: none"> is a project with a contract of significant value that has failed to secure any contractual community benefits, or the community benefits secured are not delivered and there is no opportunity to remedy this; is a significant reduction, substantive change, or no progress in delivery of the direct project outputs (enabling infrastructure) which will have a negative impact on the economic benefits to be delivered by the project by 2035; is completion of the enabling works (direct outputs) but the development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all; is a project that has failed to evidence that a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered in order to develop the project's opportunity sites; and is a change in the type of floorspace outputs through follow on private sector investment, due to a change in market demand or other factors which will subsequently deliver a lower level of economic benefit from the project than estimated in the business case or latest approved change control.
	AMBER	Below/behind targeted benefit realisation but with a recovery plan which will significantly mitigate or negate any impact on the economic impacts that will be delivered by the project by 2035. This includes circumstances where a recovery plan is in place and there: <ul style="list-style-type: none"> is a project with a contract of significant value that has failed to secure any contractual community benefits, or the community benefits secured are not delivered and there is an opportunity to remedy this; is a project with a contract of significant value that has secured a lower level of contractual community benefit than set out in the City Deal guidance, however there is an explanation, mitigation or remedy available; is a minor reduction in the amount or minor change to the direct outputs (enabling infrastructure) that has no material impact on securing the projected private sector investment or delivering the economic benefits of the project; is a significant reduction, substantive change, or no progress in delivery of the direct project outputs (enabling infrastructure). This would have a negative impact on the economic benefits to be delivered by the project by 2035, however a recovery plan is in place to ensure that the benefits are realised; is completion of the project's enabling works (direct outputs) but the development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all. However a recovery plan is in place to accelerate the development of the opportunity sites to realise the estimated benefits; is a project that has failed to evidence that a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered in order to develop the project's opportunity sites. However a recovery plan is in place to develop the plan/arrangements that will deliver the economic benefits in line with the business case or latest change control; are minor delays to the delivery of, or nonsubstantive reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered, that will have no material impact on the realisation of benefits stated in the latest business case or approved changed control;

		<ul style="list-style-type: none"> • are delays to the delivery of, or a significant reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered, However a recovery plan is in place that will realise the benefits as stated in the latest business case or approved changed control; and • is a change in the type of floorspace outputs delivered through follow on private sector investment, due to a change in market demand or other factors which indicates that it will subsequently deliver a lower level of economic benefit. However there is a recovery plan in place that will realise the benefits estimated in the business case or latest approved change control. Projects will also move to Amber pending the approval of any change control request in relation to: <ul style="list-style-type: none"> • direct project outputs; • estimated private sector investment to be delivered by the project; • follow on investment and floorspace outcomes; and • the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control.
	GREEN	<p>A project can be considered as Green if it is meeting or exceeding the targeted benefits as stated in the business case or most recent approved change control for:</p> <ul style="list-style-type: none"> • community benefits; • direct project outputs; • estimated private sector investment to be delivered by the project; • follow on investment and floorspace outcomes; and • the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control. <p>A project considered as Green will expect to be able to demonstrate that:</p> <ul style="list-style-type: none"> • for all project contracts awarded, community benefits have been secured in line with the value and expectations of the City Deal Community Benefit guidance; • the direct project outputs are being delivered to the timescale and scope as stated in the business case or latest change control; • upon completion of the enabling works (direct outputs), that the development of the opportunity sites for the project are being delivered to the scope and timescale, as estimated in the business case or latest change control; • a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered in order to develop the project's opportunity sites; and • that the type of floorspace outputs delivered on the project's opportunity sites remain the same as those within the business case or latest approved change control.
	COMPLETE	<p>A project will only be complete for benefits realisation when it has evidenced that all of the benefits – community benefits, direct project outputs, floorspace outcomes, and economic benefits (GVA and jobs) – stated in the business case or latest approved change control have been achieved. During the construction phase of the project, the focus for benefits realisation will be upon the community benefits that are secured, and whether these have been delivered. As construction commences, benefits realisation will focus on the delivery of the direct outputs and the readiness of the project to move onto delivery of the wider economic benefits that will be realised through the private sector follow on investment. Following completion of construction of the direct project outputs, projects will be expected to report on the delivery of the floorspace outputs and other economic benefits attributed to their project.</p>
	FUTURE	<p>A project will only be marked as Future when it is prior to the delivery of any benefits, including community benefits. As soon as a contract is awarded containing the community benefits, the project will no longer be categorised as Future and will be given a RAG status reflecting their status and performance.</p>
Annual Implementation Plan (AIP)	RED	Action will not be completed within year covered by AIP and new restated date has not been approved
	AMBER	Action will not be completed within initial timescale approved by Cabinet, but new date has been proposed ensuring will be completed within year covered by AIP
	GREEN	Action is being delivered as planned and within approved timescale, including where timescale has been restated
	COMPLETE	Action is complete
	FUTURE	No activity undertaken in reporting period/milestone date is in the future and action not required at present.