

Glasgow City Region

Quarterly Performance Report

Report for Q3 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 05/02/2026	As at 11/12/2025
Projects Red Status (% total)	0 / 22 (0%)	0 / 22 (0%)
Projects Amber Status (% total)	0 / 22 (0%)	0 / 22 (0%)
Projects Green Status (% total)	21 / 22 (95%)	21 / 22 (95%)
Projects Complete (% total)	1 / 22 (5%)	1 / 22 (5%)
Programme Timeline: Key milestones completed to date	As at 05/02/2026	As at 11/12/2025
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)	72/118 (61%)	65/119 (55%)
FBC Sub-Projects Construction Progress	118	119
Sub-project construction started (% of total FBC Sub Projects)	64/118 (54%)	64/119 (54%)
Sub-projects construction complete (% of total FBC Sub Projects)	56/118 (47%)	55/119 (46%)
Programme Finance: Grant Draw Down, Approvals, Spend to Date	As at Q3 2025/26	As at Q2 2025/26
Total Grant Drawn down to Date (% of £1bn Grant available)	£445m / (44%)	£445m / (44%)
Grant Received as % of Reported Spend to 31 December 2025	£460m / £608m / 76%	£460m / £590m / 78%
Business Case Approvals to Date (£) (% of £1.134bn Infrastructure Fund)	£680.5m (60%)	£676.6m (60%)
Spend to Date (% as of £1.134bn Infrastructure Fund)	£608m (54%)	£590m (52%)
Actual current year spend vs projected spend for current year	£41.8m / £102.7m (41%)	£25.7m / £117.3m (22%)
Programme Scope: Direct Project <u>Outputs</u> Delivered to Date	As at Q3 2025/26	As at Q2 2025/26
Public Realm new/enhanced (Ha)	34.95 of 47.31 (74%)	34.98 of 47.16 (74%)
Roads (km) new/enhanced	27.7 of 73.07 (38%)	30.12 of 72.89 (41%)
Junctions new/enhanced	71 of 168 (42%)	64 of 167 (38%)
Bridges new/enhanced	11 of 26 (42%)	11 of 26 (42%)
Cycle/pedestrian routes new/enhanced (km)	76.79 of 130.87 (59%)	68.26 of 130.55 (52%)
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 Q3 2025/26	As at Q2 2025/26
Vacant and Derelict Land removed from Register (Ha)	64.59 of 276.56 (23%)	63.59 of 270 (24%)
Area of Opportunity Sites (Ha)	760.02 of 893.69 (85%)	757.18 of 893.69 (85%)
All Direct Floorspace Created (Thousand sqm)	196.28 of 1,384.5 (14%)	196.01 of 1,379.5 (14%)
Follow-On Floor Space Delivered (all classes (excl.Housing) (Thousand sqm)	226.95 of 1,385.1 (16%)	226.68 of 1,380.1 (16%)
Follow On New Residential Units Delivered	11,633 of 26,634 (44%)	11,412 of 26,634 (43%)
Programme Social Value Benefits Realised	As at Q3 2025/26	As at Q2 2025/26
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	£175,077,117 (35%)	£175,077,117 (35%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	286 of 526 (54%)	286 of 522 (55%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	342	368
Programme Economic Outcomes (based on approved OBCs)	As at Q3 2025/26	As at Q2 2025/26
Net Additional Gross Value Added at City Region level by 2035 (£bn)	£4.684	£4.322
Total Net Additional Construction Person Years in Employment by 2035	17,242	16,586
Total Combined Follow-on & direct project Private Sector Investment (£bn)	£2.837	£2.837
Benefit Cost Ratio (over 25 years) of approved OBCs	5.66:1	5.62:1
Programme Risks	As at 05/02/2026	As at 11/12/2025
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 05/02/2026	As at 11/12/2025
No. of issues in period	2	2
New issues in period	0	0
Programme Change	As at 05/02/2026	As at 11/12/2025
Change Control Requests (CCR) submitted for City Projects in period	4	0
Approved CCRs/Restatements to date across City Deal Programme	446	442

1. PURPOSE

1.1.1 This Quarterly Performance Report includes an overview of the progress at 5 March 2026 for:

- The Regional Economic Strategy Action Plan;
- The City Deal Programme; 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) agreed and signed land acquisition missives for Westerhill Development Road.
- Transport Scotland Active Travel Infrastructure Fund (ATIF) funding secured to develop active travel routes at Westerhill Regeneration Area (WRA) through design stages.
- East Renfrewshire Council's (ERC) Balgray Station has completed the majority of earthworks, platform works are now complete and bridge has been lifted into position.
- Inverclyde Council is reporting that all works for Inverkip are now complete.
- North Lanarkshire Council has completed the Eurocentral Access Infrastructure's tender package for Phases 1 and 2 and commencement of works procurement.
- North Lanarkshire Council's (NLC) second consultation (PAN2) for East Airdrie Link Road took place 25 September to 26 October 2025.
- NLC has secured external funding for this financial year 2025/26 for detailed design of Phase 2 of Motherwell Town Centre Interchange between the rail station and the Bellshill Gateway to Strathclyde Country Park. Also the next phase of the Motherwell Station Active Travel Links project of detailed design are completed.
- South Lanarkshire Council (SLC) has concluded all legals for East Kilbride Town Centre and Centre West was successfully transferred to South Lanarkshire Council on 31 December 2025.
- SLC has selected and appointed a preferred contractor for the demolition element of East Kilbride Town Centre.
- SLC has completed a number of junction works at Gateside Street / Johnston Road, Strathaven Road / Mill Street and Woodfoot Road / Highstonehall Road in their Hamilton Road Junctions Improvement project.
- SLC's Hairmyres Park and Ride has completed the electric vehicle charging infrastructure in the south car park with the north car park still in progress.
- WDC's Western Underbridge construction at Exxon was completed and installed in December 2025 along with three out of four Scottish Water diversion works.
- WDC has constructed two overpass structures at the proposed west junction as part of the Exxon project.
- 526 contracts totalling over £550m have been awarded for City Deal Programme to date with 3 contracts worth over £3m presently out to tender and a further 17 pipeline contracts at a combined (est.) value of almost £237m are currently In Development.
- by end of December 2025, 78 Requests had been delivered by Suppliers for local Community Groups through the Community Benefit Hub, with an overwhelmingly positive response, and a further 46 had been Matched and approved with delivery in progress.

4. REGIONAL ECONOMIC STRATEGY

4.1. Action Plan Monitoring and Updates

4.2. 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 10a. Monitoring of the RES is carried out quarterly by the PMO and reported to the Regional Partnership and the Cabinet.

- 4.3. 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	Q3 25/26	Q2 25/26
Red	0	0
Amber	3 (5%)	16 (30%)
Green	35 (64%)	22 (42%)
Complete	16 (29%)	13 (25%)
Future	1 (2%)	1 (2%)
Superseded	0 (0%)	1 (2%)
Total	55 (100%)	53 (100%)

- 4.4. 29% of actions are Complete, 64% reported as Green and 0% are reported as Red for this Quarter.

- 4.5. 3 additional actions were added this Quarter:

- Action 8: Deliver GCR Investment Zone
- Action 9: Submitted and Approved Business Cases for Investment Zone
- Action 12: Deliver the Heat Decarbonisation Fund Action Plan.

- 4.6. These additional actions were created as the programmes move out of the development phase and into delivery.

- 4.7. 3 RES Actions are reporting as Amber during this cycle:

- 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 48: Create a dashboard for the largest town centres in each local authority to help officers understand the performance of these centres

- 4.8. Action 48 is Amber as the date has been reprofiled from January 2026 to June 2026. Action 27 and 31 are Amber due to ongoing discussions about resourcing.

- 4.9. 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

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

Innovation Programme

- 4.11. 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 (MedTech, Pharma, Bio Pharma and BioTech). This will focus on £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 continues to be successfully delivered. And, the regional team is supporting the colleges and universities to deliver a skills programme which looks at an innovation across engineering and creative sectors. All this work is helping deliver the GCR Innovation Action Plan which is currently under review, so that it can reflect the range of innovation projects across the Region.

Investment Programme

- 4.12. 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.

- 4.13. 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 and Change Request submitted to Government in December 2025, and final approval is awaited. Tax Site Laid in Parliament 8th December 2025 – Tax Site expected to go LIVE 26th February 2026. Individual project Business Cases are now being developed for approval by GCR Chief Executives' Group. Planning is in progress for a wider stakeholder workshop on Investment and Promotion of the Investment Zone, expected to take place at the end of February 2026. A detailed update on the Investment Zone will be presented to Regional Partnership.

Clyde Mission

- 4.14. The Clyde Mission Strategic Masterplan development has commenced and the engagement strategy is being implemented. Comprehensive engagement with a wide range of stakeholders will be coordinated across the member authorities by the Short Term Working Group. The draft Masterplan and the outcomes of the consultation will be finalised by the end of March 2026, and will identify priorities across the strategic themes, signature locations and priority actions.
- 4.15. The Clyde Mission Heat Decarbonisation Fund (CM-HDF) was launched on 10 December 2025. It is open to applicants, with submission deadlines in 2026 set for 27 February, 26 June and 25 November. 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. An independent assessment panel will evaluate applications, drawing on advice from the specialist heat-decarbonisation adviser and receiving operational support from the GCR PMO team for high-value construction projects. Authority to approve grant recommendations within the approved FY 2026/27 budget envelope has been delegated to the Chief Executives' Group (CEG) and formally ratified. The associated subsidy scheme is being developed to meet the requirements of the UK Subsidy Control legislation.

Sustainable City Region Programme

- 4.16. 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". 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
- 4.17. 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 Braes 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.
- 4.18. 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

- 4.19. CEG approved establishment of the PLACES x Clyde Metro programme to quantify those 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. GCR is working closely with SPT to mobilise consultancy support and resources to complete this workstream within the Case for Investment timescales.
- 4.20. The Head of the GCR PMO, Intelligence Hub Manager, and Head of Place are members of the Local Authority Senior Officers' Group that will provide ongoing support to the Clyde Metro Project Team. A detailed progress report on the project was presented to the CEG on 24 October 2024 and set out an updated milestone for completion of the Case for Change to February 2027. The Metro project has been selected as a 'Focus Project' by the NWF. An action plan for NWF support has been developed. Proposals for changes to the Metro governance arrangements are to be considered by the 5 March 2026 Cabinet.

Housing Retrofit Programme

- 4.21. The Regional Retrofit Strategy and Action Plan was approved by Cabinet on 25/2/25. 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. GCR and some MAs attended a roundtable hosted by the Existing Homes Alliance (EHA) on 20 May to discuss this challenge and refine their draft recommendations. This workshop generated significant discussion and EHA continue to revise the recommendations to reflect the outcomes of the workshop. Once finalised EHA will present this paper with recommendations for next steps to Scottish Government.
- 4.22. GCR has completed a review of the impact of the Scottish Government's Area Based Scheme (ABS) Grant Funding. This work has involved MAs completing a survey seeking to understand and map internal process steps for ABS activity across each of the member authorities. The survey results were further explored through a series of interviews with member authority managers to identify and capture best practice. The results have been collated and the HRDG group reflected on early feedback at the meeting on 13 November. MAs have now sense checked the report; this will be shared at the HRDG group on 15 January where next steps will be discussed. It is anticipated that next steps will involve a best practice sharing session focusing on procurement pathways early in 2026.
- 4.23. GCR also continue to explore the impact of domestic properties in disrepair and how this impacts upon the effectiveness and cost of retrofit activity. The GCR PMO will work with Glasgow City Council to identify case studies and start to quantify this impact where possible.

Future Skills Programme

- 4.24. The focus of activity in relation local government skills continues to be on planning roles, we have also now moved onto the scoping stage of a graduate apprenticeship programme for Environmental Health Officers and are working with REHIS to develop the best way forward.
- 4.25. 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.
- 4.26. 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.
- 4.27. Members of the 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. The RSDG has a new chair (CEO of South Lanarkshire College) following the retirement of the last. GCR intent to recruit a new senior manager for Skills early in 2026. The CEO

of South Lanarkshire College will be part of the recruitment process to help best shape the nature of the role.

- 4.28. 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 have 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, they undertook a 4-week course at Glasgow Clyde College and then a week's 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.
- 4.29. A £2m grant was secured from SG to directly support the development of Maritime skills and the GCR PMO continues working with colleagues from SDS, MAs and industry to co-design a programme of suitable interventions. Work has commenced with the GR Intelligence Hub with regards to research requirements to be undertaken and funded by the grant.

Economy and Health Programme

- 4.30. Income is a key determinant of health and a population in improved physical and mental health supports a stronger and more inclusive economy, and vice versa. Making Glasgow City Region a Living Wage Place is one approach to boosting the income of some of the Region's lowest paid workers.
- 4.31. Having reached the year one goal in terms of number of new employer accreditations (n=205, November 2025), the Making Glasgow City Region a Living Wage Place campaign is now in year two. The aim is to achieve another 200 accreditations in this year, and to ensure 2,500 workers receive an uplift in their pay to at least the rate of the real Living Wage. A review of Action Group membership and a revised Action Plan are complete, with a view to targeting the retail, hospitality, and care sectors.
- 4.32. In terms of encouraging 'fair and healthy work', the GCR continues to be committed to the introduction of a Good Employment Charter for employers within the Region. The Programme Manager participates in a UK-wide Charters Forum to share learning and good practice with places that have established charters in place, chaired by Greater Manchester Combined Authority. Development of a resourcing strategy for the scheme continues, with due consideration being given to ensuring appropriate capacity is in place, prior to launch.
- 4.33. A new piece of work, in partnership with The Good Economy, launched on Monday 12th January. The focus is on supporting the GCR in diversifying funding sources to deliver on the Regional Economic Strategy goals. Using Place Based Impact Investing methodology, the Good Economy Team, with Regional Partners and other stakeholders, will explore innovative investment models. The work will focus on place-based investment to tackle the Region's specific challenges and harness strengths.
- 4.34. The PMO is supporting the Big House Multibank, established in Fife, to lead on a scoping exercise regarding the introduction of a multibank model in the Region, through the provision of grant funding. Multibanks aggregate essentials such as clothing, bedding, toiletries, and household items into a singular distribution hub and channel these surplus goods through trusted professionals directly to those who may benefit from them. The scoping work will evaluate whether a GCR multibank could provide supportive poverty reduction measures, strengthen circular economy systems, and contribute to creating a more inclusive economy. The work is due to report by 31st May 2026.
- 4.35. The Economies for Healthier Lives project, funded by the Health Foundation, has now been completed. GCR, in collaboration with PHS, GCPH, SCDC, the project's Community Panel, local health boards and the eight (8) Member Authorities, developed the resources and supporting process which form the Capital Investment Health Impact Assessment (CHIA) Toolkit, supporting the embedding of health and equity within capital investment projects. After its launch in December 2024, the CHIA approach was piloted in a number of regional and local authority led projects and CHIA training was offered to all member authorities in the city region. A final report has been completed

in January 2026, sharing lessons learned and making key recommendations for effectively embedding CHIA in GCR decision making processes.

Inclusive Economy Programme

- 4.36. 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.
- 4.37. Glasgow HSCP, North Lanarkshire HSCP, South Lanarkshire HSCP, Inverclyde HSCP, North Lanarkshire Housing team, Beild and Barrhead Housing Associations continue to deliver the Smart Connected Social Places programme. Work is also underway with homeless team in Glasgow to understand how use of smart sensors in social housing can reduce levels of void properties and decrease demands for B&Bs.

Green Business Support Programme

- 4.38. 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

- 4.39. 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.
- 4.40. The Invitation to Participate (ITP) and concession notice for the GCR EV Project was published on 22 December 2025 and closed on the 3 February 2026. The responses received by GCC are currently being evaluated by prior to shortlisting suppliers in advance of the publication of the Invitation to Tender and associated procurement documents.

Commercial Land and Property

- 4.41. 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.

Inverclyde

- 4.42. The PMO and Hub work are working 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. When 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 from February 2026 onwards.

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 closes on 5 May 2026. The GCR team will prepare and submit a response with input sought from Member Authorities.

Infrastructure Summit – Spring 2026

- 5.1.2 Scoping work has begun for an infrastructure summit planned for 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.

National Wealth Fund (NWF) Strategic Partnership Agreement – Progress

- 5.1.3 The first meeting of the Strategic Partnership Agreement Committee took place on 23/01/26. Positive progress is being achieved across the prioritised projects. NWF staff have now co-located with the GCR Team as of w/c 9 Feb 2026.

Regulator Pioneer Fund Update

- 5.1.4 GCR has recently been awarded £348,000 through the DSIT funded Regulators' Pioneer Fund for a project aligned to the Smart & Connected Social Places (SCSP) Programme. The project is scheduled to run from October 2025 to June 2026 and focuses on enabling the lawful, ethical, and innovation-friendly use of sensor technologies in regulated social housing environments.

- 5.1.5 The approved project scope includes:

- A review of the regulatory landscape affecting the use of sensor technologies in social housing, including data protection, tenant rights, and housing standards
- Identification of regulatory risks, grey areas, and opportunities for innovation-enabling clarity
- Development of a practical Sensor Deployment Handbook to support compliant and resident-centred deployment by Registered Social Landlords
- Engagement and dissemination of findings across local authorities, RSLs, government, and relevant regulators
- Supporting activity, where appropriate, to test, evidence, or inform practical deployment approaches consistent with the above objectives.

- 5.1.6 Delivery will be undertaken through permanent resources and subcontracted activity in line with public procurement requirements and the conditions of the Regulators' Pioneer Fund.

- 5.1.7 CEG has delegated authority be given to the Director for Regional Economic Growth and the existing Smart and Connected Social Places Programme Board to manage the fund.

Local Innovation Partnership Fund ('LIPF')

- 5.1.8 The development of the GCR LIPF fund continues at pace. There are two calls for project proposals out at present:

- £25m for commercialisation of R&D projects due to close on 20th February
- £20m for lab space due to close on 20th March.

- 5.1.9 The GCR team and colleagues in SDS are working with the local colleges to develop the proposal for the £5m complementary skills programme.

- 5.1.10 The portfolio is due for submission to UKRI by 6th May, which will be informed by a four-stage review process.

- Quality and Technical Review Panels – a mixture of GCR, Scottish Enterprise, UKRI and Innovate staff will review all proposals for the three different funds and provide comments to the strategic review panel (23rd February to 27th March)
- Strategic Review Panel – comprising senior leaders from across the Health and Life Sciences cluster and regional partners who will make recommendation to the GEL-IG on the portfolio shortlist (30th March – 1st April)
- GEL-Innovation Group – review the proposed portfolio and make recommendations to GCR Cabinet (22nd April)
- GCR Cabinet – to review GEL-IG proposals and sign off (date to be confirmed).

- 5.1.11 As there will be no GCR Cabinet between the April GEL-Innovation Group and the UKRI submission deadline (6th May), it is proposed that the Cabinet either agrees portfolio via correspondence or a special cabinet is arranged. There will be further her correspondence on this once submissions have been reviewed.

Strategic Sites Accelerator

- 5.1.12 GCR representatives attend the Industrial Strategy Zone Forum, which brings together organisations involved in Investment Zones (such as the GCR Investment Zone) and Freeports with the UK and devolved governments.
- 5.1.13 Following the most recent meeting of the Industrial Strategy Zone Forum, the UK Government Department of Business and Trade has invited parties to submit a comprehensive pro-forma containing information on sites to be considered for participation in a Strategic Sites Accelerator programme. The deadline for submissions was Friday 27th February.
- 5.1.14 The intention to establish a Strategic Sites Accelerator programme was announced within the Industrial Strategy Zones Action Plan in June 2025. The UK wide £600 million programme aims to unlock sites for investment from the growth-driving sectors of the Industrial Strategy by the end of the year, with the aim of scaling up the programme over time. Sites must be within Industrial Strategy Zones to be eligible to be selected in the first wave of sites. The region-wide GCR Investment Zone is an industrial Strategy Zone.
- 5.1.15 The programme will work in partnership to identify viable site options, develop tailored solutions and seek to crowd in further private capital. As well as technical assistance, the programme will deploy Financial Transactions funding (debt and equity products) with a limited amount of grant funding to support sites and make a positive financial return on investments, with the expectation that 6-10 sites across the UK will be supported in this three-year spending period.
- 5.1.16 Locations in Scotland must be submitted in co-ordination with the Scottish Government, who will submit one return centrally to the UK Government. All proposals will undergo an initial assessment against core criteria, which includes deliverability, commerciality, and strategic significance – the minimum scale of project would entail a £25 million UK Government contribution. In order to ensure selections align with priorities at national, regional, and local level, the UK Government has limited the list of potential site opportunities to no more than five per return, reflecting the highest priorities.
- 5.1.17 While the timescale for submissions is ambitious and the process complex, it is considered that the programme offers considerable potential to assist with the development of much needed industrial land and property within GCR, noting recent studies on behalf of GCR highlighting a lack of quality proposition of scale in this regard.
- 5.1.18 GCR Chief Executives' Group has agreed that GCR will engage with Member Authorities, Scottish Enterprise and the Scottish Government to co-ordinate the identification of sites of appropriate scale and status within GCR, and that authority to submit those sites to the programme for consideration has been delegated to the Director of Regional Economic Growth.

6. CITY DEAL PROGRAMME UPDATE

City Deal Business Case Appraisal and Change Control Request Approach

- 6.1.1 Following discussion at Financial Strategy Group and the Chief Executives' Group it was agreed that the following types of Change Control Requests would be assessed as 'moderate' giving Chief Executives' Group the authority to approve these:
 - where a Member Authority with an underspend/saving in one sub-project, this saving may be vired to another sub-project under the same OBC at the approval of CEG. Where the saving arises from a sub-project de-scoping its outputs, or from a proposed project deferral, this will be continue to be assessed as a significant change and will require Cabinet approval.
 - the project cost has increased due to an Additional Member Contribution, however the increased cost does not significantly impact upon the Programme-level Benefit Cost Ratio.
- 6.1.2 The GCR PMO is also updating its approach to how it appraises the question within the Business Case Appraisal Template in relation to whether or not all statutory approvals and licenses are in place prior to FBC approval.
- 6.1.3 This change reflects the increasing use by Member Authorities of 'design and build' type contracts (e.g. through the SCAPE Framework) rather than two separate contracts for design (traditionally pre FBC stage) followed by the construction works contract only being progressed after FBC approval.
- 6.1.4 As certain statutory approvals/licenses cannot be progressed/completed until the design stage is completed, it is recognised that where a FBC is seeking approval to appoint a contractor for a design and build type contract, all approvals/licenses may not be granted. In order to support Member Authorities to use this contract type and to progress with contract awards in a timely manner, any

approvals which are required post FBC approval will be noted as a future milestone within the FBC approval reports. The achievement of these milestones will be monitored by the PMO.

7. CITY DEAL PROGRAMME STATUS SUMMARY

7.1.1 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.

7.1.2 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.

7.1.3 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;
- 0 are reporting at **Amber** status; and
- 21 are reporting at **Green**

7.1.4 A position statement, setting out project progress and the issues being faced by projects is set out in Section 15.

8. DELEGATED APPROVALS BY THE DIRECTOR OF REGIONAL ECONOMIC GROWTH

8.1.1 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.

8.1.2 Two FBCs have been approved by the DREG in this period and are summarised below:

8.1.3 Glasgow City Council: Avenues/EIIPR – Stockwell Street FBC

- **Scope:**
 - Public realm (Enhanced) – 0.231 Ha
 - Pedestrian Routes (Enhanced) – 0.6 km
 - Road Network (Enhanced) – 0.4 km
 - Blue Green infrastructure – 85 sqm (including 7 trees)
 - Cycle Routes (New/Segregated) – 0.1 km
 - Junction/Crossings (Enhanced) – 4 junctions / 11 crossings and
 - Lighting (Enhanced) – 11
- **Timeline:**
 - Construction start – January 2026; and construction end – May 2027
- **Finance:**
 - The total cost of the FBC is £2.973m:
 - City Deal Grant - £2.557m (86%)
 - Glasgow City Council Contribution - £0.416m (14%)
- **Benefits Realisation:**
 - 93,156 sqm of Residential Floorspace; and
 - 3,029 sqm of Commercial Floorspace

8.1.4 North Lanarkshire Council: Enabling Commercial Space – Ravenscraig Phase 1 FBC

- **Scope:**
 - General Industrial [class 5] – 2,713sqm
 - Cycle Routes (new) (shared) – 0.126km
 - Pedestrian routes (new) – 0.247km
 - Road (enhanced) – 0.335km
- **Timeline:**
 - Construction start – February 2026 and construction end – January 2027
- **Finance:**
 - The total cost of this Project is £4.447m:
 - City Deal Grant - £2.938m of City Deal funding was requested at this stage which is in addition to the £0.111m previously approved at the SOPBC stage to support the development of this Project's FBC.
 - NLC Vacant and Derelict Land Fund - £1.398m
- **Benefits Realisation:**
 - Area of Site Reclaimed - 1.26Ha
 - Total Area of Opportunity Sites - 2.53Ha
 - Vacancy and Derelict Land Brought Back into Use/Removed from Register - 1Ha
 - General Industrial (Class 5) - 2,713 sqm

8.1.5 Self-assessments for Inverclyde Council's Enabling Commercial Space projects (Inchgreen (New Build); Crescent St (New Build); Kelburn (New Build); Ingleston Park (Refurbishment)) were approved under DREG delegated authority on 14/11/2025, unlocking £667k of capacity funding to support FBC delivery and providing approval for IC to move to FBC development and submission.

9. DELEGATED APPROVALS BY CHIEF EXECUTIVES' GROUP 12 FEBRUARY 2026

9.1.1 Five FBCs were approved by the CEG in this period and are summarised below:

9.1.2 EDC Place and Growth Programme - Westerhill Development Road

- **Scope:**
 - Road (New) - 1.26km
 - Road (Enhanced) - 0.92km
 - Blue Green Infrastructure - 9,351.3 sqm
 - Cycle Routes (shared) (New) - 1.68km
 - Junctions / Crossings (New) - 4
 - Junctions / Crossings (Enhanced) - 2
 - Pedestrian Routes (New) - 0.501km
 - Pedestrian Routes (Enhanced) - 0.648km
 - Lighting (New) - 87
- **Timeline:**
 - FBC Approval: February 2026
 - Completion land acquisition and access - 12 March 2026
 - Contract Award - 16 March 2026
 - Road Construction Consent (RCC) - early May 2026
 - Scheduled Monument Consent - early May 2026
 - Environmental Authorisation Scotland Regulation (EASR) (formerly CAR Licence) approval from SEPA - early May 2026
 - Network Rail approval – May 2026
 - Construction Start: May 2026
 - Construction Completion: November 2027
 - Traffic Regulation Order (TRO) – November 2027 (upon completion of the road)
- **Finance:**
 - City Deal funding requirement of £22.359m (being £19.229m City Deal Grant and £3.130m Member Authority Contribution).
- **Benefits:**
 - Total Area of Opportunity Sites – 31 Ha
 - Commercial Floorspace – 79,007 sqm made up of:
 - Business Class 4 - 6,887 sqm
 - General Industrial Class 5 - 30,991 sqm

- Storage of Distribution Class 6 - 30,991 sqm
- Assembly and Leisure Class 11 - 10,138 sqm

9.1.3 EDC Place and Growth Programme - Bishopbriggs Town Centre

- **Scope:**
 - Public Realm (New) – 0.18Ha
 - Pedestrian Routes (New) – 0.07km
 - Pedestrian Routes (Enhanced) – 0.14km
 - Blue Green Infrastructure – 110sqm
 - Parking space for Bikes -10
 - Trees – 24
 - Lighting (New) – 7
- **Timeline:**
 - FBC Approval - February 2025
 - Construction Start - May 2026
 - Stage 2 Building Warrant (Cladding and Mechanical and Electrical (M+E)) – September 2026 (requires contractor design).
 - Construction Completion - December 2026
- **Finance:**
 - City Deal funding requirement of £3.924m (being £3.375m City Deal Grant and £0.549m Member Authority Contribution).
- **Benefits:**
 - Open Space and Greenspace Created (Public Realm) – 0.18 Ha
 - Increased footfall and events held in town centre.

9.1.4 GCC Avenues/EIIPR - Argyle Street East

- **Scope:**
 - Public realm (Enhanced) – 1.79 Ha
 - Pedestrian Routes (Enhanced) – 1.930 km
 - Road Network (Enhanced) – 0.965 km
 - Blue Green infrastructure – 9,081sqm (including 17 trees and 16 trees in planters)
 - Cycle Routes (New/Segregated) – 0.700 km
 - Junction/Crossings (Enhanced) – 6 junctions
- **Timeline:**
 - FBC Approval: February 2026
 - Traffic Regulation Order (TRO) approval: 25 February 2026
 - Contracts and Property Committee approval: 26 February 2026
 - Construction Start: March 2026
 - Construction Completion: March 2029
- **Finance:**
 - City Deal funding requirement of £20.219m (being £17.388m City Deal Grant and £2.831m Member Authority Contribution).
- **Benefits:**
 - Residential Floorspace – 510 sqm
 - Commercial Floorspace – 8,730 sqm

9.1.5 GCC Enabling Commercial Space – XWorks Red Dalmarnock

- **Scope:**
 - General Industrial [class 5] – 3,162sqm
- **Timeline:**
 - FBC Approval: February 2026
 - Construction Start: March 2026
 - Construction Completion: March 2027
- **Finance:**
 - City Deal funding requirement of £6.207m (wholly City Deal funded).
- **Benefits:**

- Total Area of Opportunity Sites 0.47 Ha [(LU_01), parallel outcomes - Area of Site Reclaimed (LU_02) and Removed from V&D Register (LU_03)].

9.1.6 SLC Larkhall Community Growth Area - Holy Cross High School Extension

- **Scope:**
 - Non-residential Institutions [Class 10] - 1,302sqm
- **Timeline:**
 - FBC Approval - 12 February 2026
 - Construction Start - February 2026
 - Construction Completion - May 2027
- **Finance:**
 - City Deal funding requirement of £10.02m (being £8.617m City Deal Grant and £1.403m Member Authority Contribution).
- **Benefits:**
 - 1,750 new houses over 15 years, on-site roads/ utilities infrastructure, greenspaces and local facilities (for the entire CGA)

10. CITY DEAL CHANGE CONTROLS REQUESTS (CCRs)

10.1.1 A total of four CCRs have been submitted by the MAs in the period for approval.

10.1.2 Two CCRs have been approved by DREG under delegated authority:

10.1.3 Glasgow City Council – Avenues/EIIPR – Stockwell Street – 260108_GCC_065 (MA Ref: GCC/CCN/EIIPR/016)

- **Timeline Changes:** the FBC approval delayed from September 2025 to December 2025 (+3months); the construction start remains as January 2026 and construction end brought forward from October 2027 to May 2027 (-5months)
- **Benefits Realisation:** Benefits will be realised 5 months earlier.
- **Scope Changes:** No anticipated impact to scope.
- **Finance Changes:** No anticipated impact to finance.
- **Reason for the change:** To ensure accurate governance and reporting.
- **CCR History:** 5 previous restatements: 5 on time, 2 on finance and 2 on scope. Over the course of the City Deal, the construction end has moved from October 2022 (in SBC) to May 2027 (+4yrs and 7 months)
- **Recommendation:** PMO assessment is that the above represents **Minor Change** in the FBC approval timescale. **CAB is recommended to note this CCR has been approved by Delegated Authority.**

10.1.4 South Lanarkshire Council – Stewartfield Way/East Kilbride Town Centre - East Kilbride Town Centre (FBC 1) - 260130_SLC_038

- **Scope Changes:** The scope of FBC 1 (demolition contract) will be merged into FBC 2 (Civic Hub) in order that it remains within the City Deal Programme.
- **Reason for the change:** The project's programme as set out in the OBC, targeted the submission of FBC 1, relating to the demolition works contract, being submitted for consideration by the Chief Executives' Group in September 2025. Following a procurement exercise, the tender price was below the budget estimate. To expedite the programme, SLC considered the optimum approach was to progress with contract award. As FBC 1 was not ready for submission to GCR PMO, SLC agreed to award the demolition contract using SLC funding. The scope of the works and the funding will be recognised within FBC2 in order to ensure it remains within the City Deal Programme recognising the capacity work which was undertaken on the FBC1 following OBC approval. This approach will have no impact on programme, spend, benefits or scope of the project.
- **Timeline Changes:** No impact to timeline. The FBC (including the scope of FBC 1 and 2) will be submitted for approval at the August 2026 CEG in line with its current approved date.

- **Finance Changes:** No impact to finance.
- **Benefits Realisation:** No anticipated impact to benefits realisation.
- **CCR History:** 1 previous restatement on finance.
- **Recommendation:** PMO assessment is that the above represents **Minor Change** as the full scope of the OBC will be delivered via the merged FBCs. **CAB is recommended to note this CCR has been approved by Delegated Authority.**

10.1.5 Two CCRs were approved by CEG on 12 February 2026:

10.1.6 East Dunbartonshire Council – Place and Growth Programme - Westerhill Development Road/Bishopbriggs Town Centre - 251205_EDC_006 (MA Ref: EDC-CCR-006)

- **Finance Changes:** EDC is requesting an increase to the Westerhill Development Road (WDR) project cost. In addition to the Councils 14% (£4,881,000) committed at SBC, and the £7,500,000 Additional Member Contribution agreed from EDC (CCR-005 June 2025), a further £1,600,598 Additional Member Contribution was approved by EDC 18 December 2025. EDC is also seeking to transfer £570,189 of City Deal funds to WDR from a saving on the Bishopbriggs Town Centre (BTC) FBC. The saving at BTC is not as a result of descoping, rather this has been realised due to the BTC budget being supplemented by £826,000 from developer contributions designated for town centre regeneration and transport infrastructure in Bishopbriggs. This equates to a significant overall Council capital contribution to the Project of £13,981,598, plus £826,000 external funding in Council Developer Contributions, matched by the £31,963,482 capital funding from the GCR City Deal Programme.
- **Timeline Changes:** FBC approval for both FBCs brought forward from May 2026 to February 2026 (-3months); Construction end for Bishopbriggs Town Centre brought forward from May 2027 to December 2026 (-5months); Construction end for Westerhill Development Road brought forward from April 2028 to November 2027 (-5months).
- **Benefits Realisation:** Benefits will be realised 5 months earlier owing to earlier completion dates. The BCR has been updated from 4.2 to 3.5 in recognition of the increase in overall costs. This has no material impact on the overall City Deal programme BCR which continues to demonstrate value for money at 5.66:1.
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** The implication of the recent WDR tender exercise is that the total development cost has increased in relation to the feasibility cost estimate reported in CCR-005 in June 2025. This has resulted in delivery costs being £2,996,786 over the approved £38,187,851 WDR budget. The overall FBC cost for the Bishopbriggs Town Centre Civic Space project element following the tender exercise, is £570,189 under the approved £5,257,422 budget.
- **CCR History:** 5 previous restatements: 3 on time, 2 on finance, 1 on scope.
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due the change in the project finances. **CAB is recommended to note that this change has been approved by CEG.**

10.1.7 Glasgow City Council – Avenues/EIIPR – Argyle Street East – 260108_GCC_066 (MA Ref: GCC/CCN/EIIPR/017)

- **Timeline Changes:** FBC approval delayed from July 2025 to February 2026 (+7months), construction start delayed from October 2025 to March 2026 (+5months), and construction end delayed from October 2027 to March 2029 (+1 year and 5 months).
- **Finance Changes:** The cost of the project has increased from the original REV 10 estimate of £16.666m to £21.530m, an increase of £4.864m. Part of this increase (£4.085m) is being funded from savings on other Avenues/EIIPR projects which are in delivery with their contracts awarded. The remaining funds are anticipated to be sourced from projected savings from future FBCs under the same OBC without the need for any descoping.
- **Benefits Realisation:** Benefits realisation will be delayed by 1 year and 5 months.
- **Scope Changes:** No anticipated impact to scope.

- **Reason for the change:** This change is due to the staged delivery of the works programme as set out in the FBC. The construction approach will be sectional completion over 4 phases: Union Street to Queen Street; Queen Street to Glassford Street; Glassford Street to Glasgow Cross; and Glasgow Cross to Moir Street
- **CCR History:** 3 previous restatements: 3 on time, 1 on finance and 1 on scope. Over the course of the City Deal, the construction end has moved from September 2022 (in SBC) to March 2029 (+6years and 6 months)
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due the change in timeline (which remains within the Programme end date of Dec 2029) and finances. **CAB is recommended to note that this change has been approved by CEG.**

11. CITY DEAL PROGRAMME RISKS

11.1.1 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'.

12. CITY DEAL PROGRAMME ISSUES

12.1.1 The Programme Issue Log has been updated, and all updates are noted in **bold and italics** in Appendix 4. As at 5/2/2026 there were two issues. Two issues have changed from Medium to Low priority rating as detailed below:

- Issue No. is_0038 - City Deal Project Cost Increases – scores reduced due to completion of Reprogramming Exercise
- Issue No. is_0039 - Lack of contractors/competition for contracts – scores reduced as no failed procurement exercises were reported in Q2 or Q3 2025/26.

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

13.1. Outputs

13.1.1 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 Q3 2025/26 are reported in Table 5.2.

13.2. Follow-on Outcomes

13.2.1 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.

13.3. Community Benefits

13.4. 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	£30,000,000 [1]	£6,620,794 [21]	17	14	-1	1	82%
ERC	[0]	£30,488,241 [73]	128	120	-14	-5	94%
GCC	£43,450,000 [8]	£227,016,382 [96]	919	751	15	5	82%

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
GCR	[0]	£2,392,741 [37]	18	13	-1	-1	72%
IC	£3,250,000 [1]	£15,795,938 [16]	32	26	0	0	81%
NLC	£122,999,998 [3]	£38,284,425 [146]	252	192	-12	9	76%
RC	[0]	£115,659,939 [64]	222	145	-47	0	65%
SLC	[0]	£60,060,509 [70]	122	112	-2	-1	92%
WDC	£43,050,001 [2 (+ 2@£0)]	£3,882,963 [13 (+ 4 @ £0 tbc)]	24	15	8	8	63%
Total*	£236,999,999 [17]	£500,201,932 [526]	1734	1386	54	16	80%

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

13.5. Contract Awards

13.5.1 Since 1 October 2025, 4 contracts with a combined value of £2,886,486 are reported as awarded, bringing the total number to 526 with a value of £500,201,932.

13.6. Contract Completions

13.6.1 A further 3 contracts with a combined value of £1,303,153 were reported on Cenefits system as 'Complete' bringing the total number of contracts reported as complete to 475 with a combined value of £384,198,558.

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

13.7. Community Benefit Outcomes

13.7.1 In the period between 1 October 2025 and 31 December 2025, 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 obtained reduced by 4, bringing the total (exc. Substituted) to 342 with 3 additional delivered bringing the total delivered to 285, 80% of all opportunities. Change in period was due to: 5 removed by RC; 13 obtained and 2 delivered by GCC; and 1 delivered by ERC.
- Overall, 4 additional Targeted Skills & Training / Qualifications were obtained over the period bringing the total to 950 (exc. Substituted & Abandoned) with 13 additional delivered bringing the total delivered to 707, 74% of all opportunities. Change in period was due to: 1 obtained by EDC; 8 removed by ERC; 14 obtained and 1 delivered by GCC; 8 removed and 6 delivered by NLC; 1 removed by RC; 6 obtained and 6 delivered by WDC
- Overall, there was no change in the number of Supply Chain Development opportunities obtained with the total remaining at 104 (exc. Substituted) and the number delivered remaining at 79, 80% of all opportunities. Change in period was due to: 1 obtained and 1 delivered by GCR PMO; 1 removed and 1 fewer reported as delivered by SLC.
- Overall, the number of Community Engagement – Non-Financial obtained reduced by 53 bringing the total to 188 (exc. Substituted & Abandoned) with 6 fewer delivered bringing the total delivered to 167, 89% of all opportunities. Change in period was due to: 1 removed by EDC; 6 removed and 6 fewer delivered by ERC; 2 removed and 1 fewer delivered by GCR PMO; 2 removed and 1 delivered by NLC; 41 removed by RC; and 1 removed by SLC
- Overall, and additional £1K Community Engagement (Financial Support) was obtained bringing the total to £207K (exc. Substituted) and £6K delivered bringing the total delivered to £180K, 87% of opportunities delivered. Change in period was due to: £1K obtained and £1K delivered by EDC; £1K delivered by GCC; £2K removed and £2K delivered by NLC; £2K obtained and £2K delivered by SLC.

13.7.2 The GCR PMO is continuing with a data reconciliation exercise to ensure information on Cenefits system is accurately reflected in PSRs Section F.2, that totals and sub totals agree and that explanations for differences are included in PSRs. To this end the Legacy Officer has developed a

Remedials register and has provided each MA with their own Register this cycle specifying remedial action to be taken for Q4 end of year annual report.

13.7.3 Table 6.4 at Appendix 6 provides full details.

13.8. Community Benefit Hub

13.8.1 The GCR Community Benefits Hub scheme launched in early September 2024 with three initial councils, East Renfrewshire, Glasgow and North Lanarkshire. In December, Inverclyde also officially launched on the live website.

13.8.2 At the end of 2025, Glasgow Health and Social Care Partnership (HSCP) joined the Community Benefits Hub as part of Glasgow City Council.

13.8.3 The table below shows the significant progress which has been made with approving and facilitating community groups (246) and suppliers/businesses (174) to access the Hub, with 265 community requests received to end Dec 2025.

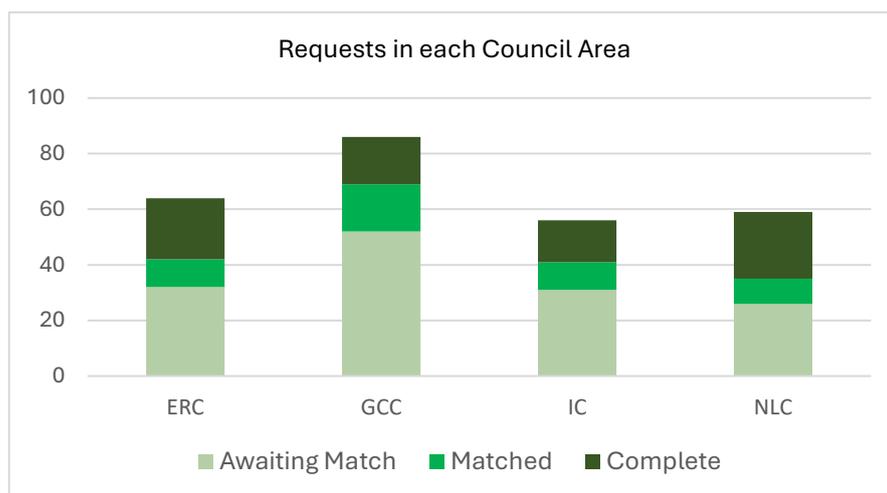
Table: Summary (by Council) to the end December 2025

	Total (Cumulative)	Total In Quarter	ERC		GCC		IC		NLC	
			Total	In Q						
Community Groups Approved	246	22	40	6	100	4	50	2	56	10
Businesses Approved	174	51	56	21	49	16	30	4	35	10
Requests Approved	265	38	64	5	86	5	56	9	59	19

13.8.4 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.

13.8.5 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 Quarter	ERC		GCC		IC		NLC	
			Total	In Q						
Awaiting Match	141		32	-	52	-	31	-	26	-
Matched (total)	124	40	32	8	34	11	25	5	33	18
- Matched In Progress	46	17	10	-	17	-	10	-	9	-
- Match Complete	78	23	22	5	17	0	15	5	24	13

- 13.8.6 The table above shows by end of **December** 2025, **78** Requests had been delivered by Suppliers for local Community Groups, with an overwhelmingly positive response, and a further **46** had been Matched and approved with delivery in progress.
- 13.8.7 Requests delivered in this quarter include (but are not limited to):
- Donation of IT equipment for a number of community groups, including for a mobile library, for a local community charity in Gourrock, to support crisis counsellors to provide a digital service, and to provide adults with disabilities access to learning materials online.
 - Donation of materials and funds to support community gardens, including equipment to cut back overgrowth, funding and support creating a path, and donation of compost materials and timber / plastic / metal.
 - Donation of funds to support a number of small events including a day out for adults with learning disabilities, a fishing trip, an ‘OAP Entertainment Day’, and a ‘Santa Sleigh’ fundraising event.
 - Donation of funds and resources for community groups including ‘selection boxes’ for children; ‘keep warm’ clothing such as hats, thermal gloves and hot water bottles for unaccompanied children; and a bouncy castle and small play toys for a community centre.
 - Funding to support an individual to achieve HGV Class 1/CPC, in order to gain employment.
- 13.8.8 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.
- 13.8.9 The table below shows that, while the vast majority of Matches are ‘Local’, there have been 14 Regional Matches with:
- 4 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 7 Requests from Community Groups in another council area.
 - 6 Requests from Community Groups in Inverclyde Council (IC) have been selected by Suppliers registered with another MA.
 - 1 Request from a Community Group in North Lanarkshire Council (NLC) has been selected by Suppliers registered with another MA.

No. Received Requests from Community Groups in each area selected by supplier of different MA	ERC	GCC	IC	NLC
4 ‘received’ in East Renfrewshire, matched by suppliers of:		4	0	0
3 in Glasgow, matched by suppliers of:	3		0	0
6 in Inverclyde, matched by suppliers of:	4	2		0
1 in North Lanarkshire, matched by suppliers of:	0	1	0	
Total Regional Matches	7	7	0	0

- 13.8.10 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) with a view to their Suppliers also being able to access and address Requests. Progress has also been made with linking the Hub web portal to the community benefits monitoring system, Cenefits.
- 13.8.11 Following previous approval from the Glasgow City Region Chief Executives’ Group, the University of Strathclyde is now set up on the Community Benefits Hub as the first Phase Two Organisation. The University is progressing this internally with a soft launch. Initial projects / contracts which are anticipated to use the CBH for community benefits include the new build of the £30 million Charles Huang Advanced Technology & Innovation Centre (CHATIC) in Glasgow City Centre and the ten-year facilities management contract at NMIS in Renfrewshire.

13.8.12 Discussions have been underway with a number of other organisations who are interested in joining the Hub.

14. CITY DEAL FINANCES

14.1. Actual And Forecast Spend Vs Grant Income And Business Case Approvals

14.1.1 Appendix 7 details the total expenditure per project from the latest Project Status Report as of **31 December 2025**. This is then compared with cumulative projected spend, previous years spend, profiled spend in 2025/26 and the projected spend for 2026/27. The table also shows the grant received to date, cumulative business case approvals and maximum Govt. grant allocations.

14.1.2 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 **£1.134bn**. This represents a small underspend which is expected to reverse over time. Previous Years Spend for infrastructure projects was **£565.8m**.

14.1.3 The actual spend for 2025/26 to Quarter 3 is **£41.8m** which is **41%** of current year forecasts. Forecast spend for the next financial year, 26/27 is **£151m**.

14.1.4 The cumulative to date spend as at **Q3 2025/26** is **£607.7m**. Funding approved to date totals **£681m** and the cumulative grant allocation to date is **£445m**.

14.2. Grant Claims And Approved Funding Vs Total Available Funding

14.2.1 Appendix 8 displays the grant claims to date totalling **£589.8m**. All Member Authorities have returned their grant claims to the end of Quarter 3 2025/26. The cumulative value of grant claims received in 2025/26 is **£54.8m**.

14.3. PMO Budget Monitoring

14.3.1 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 **£0.852m**. This deficit will be offset against prior year balances brought forward of £2.925m maintaining a surplus (albeit reduced) for the current year of **£2.104m**. 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 still to be received held pending allocation to Member Authorities and this will offset the deficit and impact on the carry forward into 2026/27.

15. CITY DEAL PROJECT UPDATES

15.1.1 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**.

15.2. Place and Growth Programme (Green)

15.2.1 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.

15.2.2 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: **Planning consents received following Planning Committee meeting on 21 October 2025**; land acquisition **missives agreed and signed by all parties**; **main contractor development cost plan received for finalisation of FBC**; **council approval to submit FBC and to appoint contactor following GCR FBC approval**

provided and meeting of Council on 18 December 2025. FBC was approved by CEG 12 Feb 2026.

Key activities in next period will focus on: Statutory consents to be secured; **conclusion of suspensive conditions associated with** land acquisition; **construction contract award; and professional services contract award.**

Key activities in this period related to the follow-on development at Westerhill Regeneration Area (WRA) were: **WDR accommodation works agreed with landowners as part of concluded missives of sale for the acquisition;** and Transport Scotland **Active Travel Infrastructure Fund (ATIF) funding secured to develop** active travel routes at WRA **through design stages.** Key activities in next period will focus on: Further development of WRA Marketing plan to promote the area for investment, supported by Business Development and Corporate Comms teams; ongoing engagement with landowners, organisations such as Scottish Enterprise to focus on longer term delivery of the sites; **and Development of WRA active travel route designs: WDR to Torrance Roundabout RIBA 0-1; and Westerhill Rd to A803 RIBA 0-2.**

- 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: the tender for construction has **concluded with preferred contractor identified as has the contractor for client-side support during construction (Project Manager, Supervisor, Quantity Surveyor). Standstill periods concluded in early December (contracts will be entered following FBC approval);** continuing engagement with stakeholders (Morrisons, St. Matthews Church, BetterBriggs and the Community council). Ground lease negotiations with Morrisons are ongoing however handover date has been agreed, and the legal teams are currently closing out lease. **FBC was approved by CEG 12 Feb 2026.**

Key activities in the next period include continued engagement with businesses and local community groups; and completion of ground lease and handover of civic space from Morrisons with handover expected 31 January 2026 (instead of Q2 2025/26); Following **FBC approval contracts will be entered into for the construction stage and client-side support.**

15.3. M77 Strategic Corridor Programme (Green)

15.4. 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 Lavern Valley Link project until a later date and reallocated the funds between the three remaining subprojects.

- The Full Business Case for a New Railway Station (Barrhead) and Allied Works project on the Glasgow to Neilston line with capacity for a bus interchange and associated car parking was submitted to GCR PMO on 25 July 2024 for approval by CEG on 5th September 2024. Network Rail has identified Story as the preferred bidder for the design and implementation phase. The railway station will serve the existing community, and a new residential community proposed at Barrhead South, providing a sustainable transport solution for all residents. It will also provide easy and direct access to the Dams to Darnley country park where new and improved visitor facilities are improved. proposed and where the tourism offer will be. Work has commenced on site including the successful completion of two disruptive possessions. **Majority of earthworks and platforms works now complete and the bridge lift was completed mid-January 2026.**
- The FBC for Aurs Road Realignment Project was approved by CEG on 25 October 2023. ERC has appointed John Graham Construction Ltd to complete the works. Works began on site in January 2024. The project includes road realignment, replacement of a weak bridge to allow a bus route along this corridor and provision of pedestrian/cycle promenade along Balgray reservoir. The straightening of a section of road releases land to develop the Dams to Darnley/Balgray Visitor Facilities Project which will follow on post completion. The project also includes a separate Scottish Water work to minimise future disruption on Aurs Road. This Scottish Water work entails lowering the water level in Balgray reservoir to facilitate the construction and operation of a new culvert under Aurs Road which will maintain a new natural water level in the reservoir. Progress on site includes: 88% of the promenade wall has been

completed with only one minor area of the wall left to be completed. The reservoir drawdown tower access bridge has been dropped into its final position on the promenade wall and temporary supports removed from site. The bridges and culvert structural works are 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 in expected end of May 2026 and the Temporary Traffic Regulation orders (TTROs) have been extended to account for the delay.**

- 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. Utility works are being delivered under the Aurs Road contract and remain ongoing. This approach aims to avoid reopening Aurs Road shortly after completion and to minimise abortive works. Initial design work has been completed.

15.4.1 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. **The Council's Property and Technical Services team are operating the centre.**
- 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.

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

- 15.5.1 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.

15.5.2 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.
- Cowlairs 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.

15.5.3 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, however this needs input from Transport Scotland to secure additional funding for the project. Traffic modelling also needs to be updated. The FBC is delayed (was expected for approval in December 2025) and a CCR will be submitted when there is more certainty around project milestones.***
- Port Dundas: Pinkston Access and Remediation. FBC currently expected to be submitted for approval - December 2026.

15.5.4 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.

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

15.5.6 Council officers will continue to explore alternative funding opportunities for development and delivery of deferred projects.

15.6. **Collegelands Calton Barras (Green)**

15.6.1 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.

15.6.2 **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.

15.6.3 **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. Grant agreement passed by City Administration Committee 27 February 2025. Works continue on planning application with Meatmarket Regeneration Community Interest Company (CIC). Subsidy control assessment now lodged, and licence granted for site investigation. ***The lease has been agreed but the grant agreement has not yet been signed by the Meat Market Trust as they are in the midst of appointing a new solicitor.*** A CCR will be submitted once revised dates have been agreed by the CIC.
- High Street: Public Realm and Connectivity: As previously noted, Transport Scotland confirmed they were no longer able to support the redevelopment of High Street Station due to a review and re-prioritisation of their pipeline projects. City Deal funding alone would have been insufficient to support the project in its original form, however other elements of the project remained deliverable and in line with the Collegelands Calton Barras Outline Business Case. These elements focus on public realm and connectivity measures on High Street and as per Revision 10, the FBC title has been re-named to reflect this. ***Project is progressing through RIBA Stages; 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.***

15.6.4 No projects from the Collegelands Calton Barras sub programme were deferred as part of Revision 10.

15.7. City Centre Enabling Infrastructure Integrated Public Realm (Green)

15.7.1 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.

15.7.2 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.

15.7.3 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 **March 2026 (previously October 2025)**.
- Kyle Street / North Hanover Street (FBC): FBC was approved at the CEG meeting on 27 March 2025, and contractor was awarded following this approval. Construction started at the end of May 2025 and the contractor is making progress on site.
- George Square & Surrounding Avenues (FBC 6): As noted in Revision 10, 2 separate Avenue sub-projects (St Vincent Place Phase 1 and George 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. Statues conservation and restoration works commenced in May 2025 with statues now removed and hoarding

completed. Substantial construction progress is being made. ***The granite slabs and paving has been laid. Scaffolding has been erected around the Sir Walter Scott statue.***

- Stockwell Street (previously Glassford St/Stockwell St: CCR 241004_GCC-053 was submitted in October 2024 restating milestones, scope and finance. The CCR confirms that the Glassford Street element will no longer be delivered as part of this FBC. ***A CCR has been submitted this quarter to mitigate the delays to FBC submission and construction end date. The FBC was approved by Delegated Authority on 19 December 2025.***

15.7.4 Sub-projects with FBCs in development include:

- Argyle St East (Union St-Glasgow Cross): A CCR ***has been*** submitted in Q3 2025/26 outlining the revised milestone dates following the tender process. ***The FBC was approved at CEG 12 Feb 2026.***

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

- Clyde Street – November 2025 (a CCR is expected to restate milestones);
- Broomielaw – November 2025 (a CCR is expected to restate milestones);
- George Street Phase 2 (Montrose Street to High Street) – July 2026.

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

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

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

15.8. Metropolitan Glasgow Strategic Drainage Partnership (Green)

15.8.1 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.

15.8.2 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).

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

15.8.4 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, this may or may not have a consequential effect upon the location of SUDs provision. Until this direct third-party dependence is concluded the FBC submission date cannot be defined. It is however hoped to still submit the FBC within the latter part of Q4 2025/26, this is currently unconfirmed.**
- High Knightswood/Netherton SWMP - Design works continuing, and budget expected to be fully spent. Project remains committed to deliver scope that will be fully defined within the FBC. A CCR was approved by DREG on 31 July 2025 to restate FBC submission to June 2026. The CCR outlines this is due to the City Deal Executive Committee seeking to achieve cost certainty on Eastern Springburn SWMP project prior to awarding High Knightswood/Netherton SWMP. **The expected delay to Eastern Springburn may have a follow-on impact upon High Knightswood/Netherton FBC delivery, however this is currently unconfirmed.**
- 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. A CCR was approved by Cabinet in Q1 2025/26 restating FBC submission from July 2025 to September 2026. Project is working towards FBC submission.

15.9. Clyde Waterfront West End Innovation Quarter (Green)

15.9.1 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.

15.9.2 Seven 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.

15.9.3 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).

15.9.4 **Sub-projects with FBC in development are:**

- ***Developing the Economic Role of QEUH and Adjacencies - Clyde Waterfront Innovation Campus (CWIC) Phase 1: a draft of the FBC was submitted to GCR PMO in December 2025 for appraisal. It is currently being appraised and will be approved by Delegated Authority. This FBC will retrospectively award grant funding to the University of Glasgow in relation to enabling the delivery of the new Health Innovation Hub in Govan.***

15.9.5 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)

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

15.10. **Inchgreen Project (Green)**

15.10.1 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.

15.10.2 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. The council is currently working with Peel and the Joint Venture (JV) to progress the phase 2 reprofiling project and further information is awaited in order to proceed to FBC submission. Inverclyde Council (IC) has agreed a route to acquisition for the diocese land on the opposite side of the A8 which will support with the aims this project and attracting business to Inchgreen. 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 emerging FBC.

15.11. **Ocean Terminal (Green)**

15.11.1 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.

15.11.2 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.

15.12. **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.

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

15.13.1 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.

15.13.2 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.

Progress had stalled since approval of the OBC in August 2022 however communication on programme and progress has been re-established between the council and the MIRP partnership group with regular meetings now being held. Progress in Q3 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. Action will focus on the following in Q4 25/26: continue dialogue with the MIRP partnership group the revised design solution and approval requirements; and establishing the next steps; 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. ***Progress is being maintained towards the target of works tender issue for Phases 1 and 2 in February 2026 and for completion of the Phase 3 concept design by March 2026.*** Progress in Q3 25/26 focussed on the finalised designs for phases 1 and 2 ***and commencement of tender preparation; carrying out stakeholder and public engagement*** on preferred option for phase 3 progression of concept design; ***commencement of procurement planning for Phase 1 and 2 works procurement and phase 3 detailed design procurement.*** Action will focus on the following in Q4 25/26: Completion of concept design for phase 3; ***completion of tender package for Phases 1 and 2 and commencement of works procurement. Progression of license to occupy discussions for implementation of Phase 1 works.***

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

15.14.1 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. Action in Q3 2025/26 focused on progressing these further discussions with NLC Greenspace Development and NatureScot on the additional mitigation measures. **Action in Q4 25/26 will continue to focus on benefits monitoring and taking forward discussions** on additional mitigation measures to increase Great Crested Newt usage of wildlife tunnels constructed as part of the project and agree additional monitoring. **It is aimed to implement an agreed scope of work over January - March 2026. The requirement for an additional monitoring period is to be established with NatureScot.**

15.15. Pan Lanarkshire Orbital Transport Corridor Project (Green)

15.15.1 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.

15.15.2 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.

15.15.3 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 Q3 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; liaison with Planning over existing planning consent to accommodate proposed changes; establishment of Ravenscraig officers' group to coordinate activity for the delivery of the regeneration of the site; 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 will take place over 2026.**

Action in Q4 25/26 will focus on **progressing the package of enabling works**; award and progress for further 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; **and continuing to engage with key stakeholders as enabling works and detailed design progresses**. The FBC approval is scheduled for August 2026, construction start October 2026 and construction end in August 2027 (CCR 250404_NLC_055).

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

15.15.5 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 provides additional outputs in terms of physical infrastructure but also will bring benefits of more resilience to the EALR, to the proposed Monklands Hospital and should manage programme and physical interface risks between the hospital and the EALR. The TRL has been included in the Pre Application Consultation and further information will be provided at **Q4 25/26**. 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. The TRL is approx. 1km in length and includes a bridge and active travel provision. Once the scope is fully defined, a Change Control Request will be submitted. The progress over Q3 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; the PAN 2 consultation **took place on** 25 September to 26 October; **continued design development to incorporate consultation feedback; and concluding design of Towers Road Link**. There will be a focus on statutory in-person consultation events. The focus for Q4 25/26 prioritises regular meetings with Stage 3 consultants; **conclusion of GI data**; continued development and implementation of land strategy; continue EIA surveys; continue to work with NHS Lanarkshire to better align both projects programmes around planning, funding approvals, project interface and risks; continued review of project costs; continued stakeholder and landowner engagement; programme review; and the **final preparation** of the planning application.

15.15.6 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 Q3 2025/26 focussed on **closing out** defects correction **with the contractor**. **Progress has been made in relation to some defects critical to adoption of the new infrastructure with road space booked in March 2026 for the contractor to return to site to carry out an agreed scope of work**. Proposals are still awaited for **other** defects. **External legal support is being provided**. Commercial discussions with the contractor on the final account will not be finalised until these proposals have been received, reviewed and outstanding defect correction implemented. There has also been a focus on follow-on investment in active travel routes with construction underway on one phase of the Motherwell Station Active Travel Links project; feasibility study/options appraisal completed for another section funding bid submitted for another phase directly adjacent to Motherwell Rail Station (**for 2026/27 funding**). **External funding has been 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**. Follow on investment in Motherwell town centre is evident, with an occupier secured for a new commercial unit constructed at Motherwell rail station. A large vacant commercial unit in Motherwell town centre is currently being converted for leisure use. Work has commenced on the redevelopment of Motherwell town hall into 20 flatted units by the council's New Supply Team. Action in Q4 25/26 will focus on closing out correction of defects with the contractor and commencing commercial discussions on the final account; **completion of detailed design work for the** next phase of the Motherwell Station Active Travel Links project, **within external funding and submission of a new external funding bid for delivery of the phase**; and continued monitoring of benefits realisation **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.**

15.16. Clyde Waterfront and Renfrew Riverside Project (Green)

15.16.1 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.

15.16.2 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.

15.16.3 The contractor is currently completing snagging and landscaping works, and post completion monitoring continues during the 2-year contract defect liability period.

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

- 15.17.1 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.
- 15.17.2 The NEC Project Manager (SWECO) certified Completion on 14th October 2022 and the contractual 5-year defects and landscape maintenance period commenced from this date. Routine Landscape maintenance ongoing. SWECO is managing outstanding defects rectification in line with contractual agreements and the GAIA Contractor is currently working through rectification of all identified issues. A significant number of defects are now rectified. The Contractor Wills Bros **and the Council is** working with Scottish Water to close out all requirements for the foul main system to enable the vesting application to proceed. Wills Bros have no outstanding works remaining in respect of the watermain. SWECO previously reviewed and provided comments on As Built Provisions, Scheme Manuals, Drawing Packages and Health & Safety file, with all now accepted.
- 15.17.3 The utilities and communications benefits as detailed in the FBC have now been delivered.

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

- 15.18.1 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 with. SLC's Legal Services are currently processing the remaining settlement payments, and these will be concluded shortly. The remaining complementary works will commence on completion of the claims. There were also ongoing measurements to monitor the transport network performance, and these works are now complete £15.714m (leaving circa £0.286m).

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

- 15.19.1 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 will also support the provision of enhanced active travel infrastructure. The road was opened fully to traffic on 28 June 2022. The remaining minor works and defects have now been completed. The Completion Certificate has been issued and full financial settlement has been reached with contractor. Overall outturn remains £32.030m and to date expenditure is currently £32.030m. 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. 50 Part 1 claims (to the value of £1.009m) have been received and settlements discussions are ongoing (n.b. fees and interest calculations will require to be added once concluded.) The noise report and associated modelling prepared by AECOM has been reviewed and a final document agreed. The conclusion of the report is that no properties qualify for an offer of noise insulation therefore there will be zero Part 2 claims. Ongoing measurements of the transport network performance and the collection of traffic data for the road network associated with the project will be assessed on an annual basis.

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

The project includes two key elements:

- 15.20.1 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 Change Control Request was approved on 6 August 2024 by Cabinet and the budget for the Stewartfield way project has been amended to £30M. Planning permission is expected during the latter part of 2026, with a public consultation event during Spring / Summer 2026. FBC is expected to be secured in early 2027 and construction will complete during 2028/29 with monitoring to follow. A critical review of the programme is ongoing to review key milestones and ensure adequate resources are being secured. At this stage, the overall programme remains within the same financial years as set out in the OBC, however there may be some modest movement.

- 15.21. East Kilbride Town Centre £43m (£50m including Additional Member and External Contributions) including still to be approved inflation fund monies). Significant investment in the town centre will be required to respond to the radical changes in retail habits, the change in ownerships and control of different parts of the town centre. The project seeks to support this with enabling works at the Centre West mall including site enabling, demolition, infrastructure and utility works to support future alternative development proposals contained in the masterplan proposals that were subject of a recent public consultation. The development of a 'Civic Hub' Council facility (incorporating community facilities) will also be progressed. The OBC for the East Kilbride Town Centre Redevelopment Project was approved at the February 2025 Cabinet. The second Planning Permission in Principle (PIIP) public consultation event was held on 30 October 2025 with the full planning proposal submitted by the end of November. ***PIIP was validated in December. 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 will take possession of the site shortly. The decommissioning of Centre West has begun with significant areas no longer accessible to the public. Enabling works are about to commence to fully separate the two centres and reinstate access routes/ entrances as required. Detailed design of Civic Heart (the Civic Hub) element underway.***

15.22. **Community Growth Areas (Green)**

- 15.22.1 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).

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. FBC approval has been

granted. A CCR was approved in Q3 24/25 delaying the construction start from October 2024 to January 2025 (+3months) and construction end delayed from July 2025 to November 2025. (+4months). 1 out of 4 junctions completed with second junction improvement underway. Contractor has experienced issues with Public Utilities coordination. **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. 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.**

- One sub-project is deferred and replaced:
 - The Calderside Academy subproject Change Control Request was submitted for June 2025 CEG. The CCR was noted by CEG on 19 June 2025 and 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.

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.*
 - **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. Final construction costs are due to be received mid-March 2026. Executive Committee approval will be sought April/May 2026 and the FBC is expected for approval in May 2026.*
 - **Merryton Roundabout and Link Road** - *the FBC is expected for approval in May 2026.*
 - **M74 Works** - *FBC is expected for approval in September 2026.*

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 Uddingston Grammar School revised FBC approval date is December 2025 **has been missed. SLC have confirmed that the FBC will be submitted in March 2026.**
 - 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 in Q4 2025/26.**

East Kilbride CGA

The project consists of four sub-projects to improvement 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, 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 by Delegated Authority on 4 September 2024. Construction started on 1 October 2024 following all necessary approvals being in place. The Park and Ride is now open. A number of snagging items are currently being undertaken. Electric vehicle charging infrastructure in the south car park is **complete. SPEN substation works and EV charging units will be completed in the north car park in the coming weeks. Commissioning of the system is anticipated to be concluded in February 2026.**

 - 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 submitted to the PMO for appraisal in January 2026.**

15.23. Exxon Site Development Project (Green)

- 15.23.1 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 will also deliver 25,500sqm of storage/distribution floor space, 9,900sqm of industrial floor space, and 7,860sqm of business floor space.
- 15.23.2 The FBC was approved by City Region on the 8 August 2023. Construction began on 27 January 2025 and is due to complete by October 2027.
- 15.23.3 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.
- 15.23.4 ***Western Underbridge construction is completed and installation carried out during the 5 days disruptive possession at Christmas 2025. Three out of four Scottish Water diversion works are completed, the last remaining diversion work expected to be completed by end of March 2026. Both proposed Scottish Gas Network main diversions are now completed. The two overpass structures at the proposed west junction are also constructed.***

15.24. Clyde Metro (Case for Investment) (Green)

- 15.24.1 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
- 15.24.2 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. Funding (£12.155m) was allocated to Glasgow City Council by Glasgow City Region City Deal in December 2023 and was approved by Glasgow City Council City Administration Committee in March 2024 to enter into agreements with SPT (worth up to £6.5m) to progress the Case for Investment towards key gateway decisions. The remaining funding of £5.655m supports the regional resource input to the Clyde Metro project team.
- 15.24.3 The Case for Investment (CFI) programme, aims to deliver its outputs across 4 stages:
1. CFI Stage 1A – Case for Change & Initial Option Development
 2. CFI Stage 1B – Client Advisory Services
 3. Clyde Metro Framework
 4. CFI Stage 2 – Programme Business Case
- 15.24.4 Project partners recognised Stage 1B Work recommendation of Target Operating Model (Pillar 1) to augment place, planning and development activities. 4 GCR led workstreams are now in discussion to address complexities and strengthen local authority place, planning and development dimensions. The CEG agreed that Glasgow City Council utilise £1.46 million from its £5.655 million City Deal allocation for the GCR PMO to deliver 4 workstreams:

1. Corridor Urban Development Potential, Calibration and Visioning
 2. Local/Regional Development Planning Toolkit
 3. Land Value Capture Potential, Implementation Options and Strategy
 4. Transport/Development Delivery Model Precedents
- 15.24.5 A dedicated microsite hosted by SPT is now live at www.spt.co.uk/clydemetro.
- 15.24.6 ***The GCR PMO has worked alongside colleagues at SPT to develop proposed amendments to the CFI stage governance arrangements which were presented to the December 2025 CEG. This arrangement strengthen compliance with City Deal grant conditions, the Assurance Framework, and the Programme Management Toolkit, while addressing issues identified through the Readiness Review. A separate paper is presented to the 12 Feb CEG outlining the proposals.***
- 15.24.7 ***GCC, with reference to the GCR Governance paper presented to CEG in Dec 2025, will now seek to dissolve the grant agreement in place between GCC and SPT. GCC will provide updates to the Environment, Health Transport and Regeneration Committee and the City Administration Committee with regards to revoke and return the previously accepted £12.155m grant funds. GCC will make necessary adjustments to GCC capital and investment programme and ensure appropriate and correct closure of the Clyde Metro financial account and hand back to the GCR remaining balances after processing all grant claims and expenditure incurred up to 31 March 2026. The current dedicated project team established by GCC will return to their substantive roles within the council. They may be requested in future to provide knowledge and expert input on an adhoc basis to support GCC's senior officer role in the new governance arrangements***
- 15.1. **Enabling Commercial Space (ECS) (Green)**
- 15.1.1 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.
- 15.1.2 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.
- 15.1.3 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.
- 15.1.4 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.
- 15.1.5 As of **29 January 2026**, **six** 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.
- 15.1.6 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: Inchglen (New Build); Crescent St (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)
- 15.1.7 ***GCC and NLC have received approval for FBCs for Red Dalmarnock X Works (New Build) and Ravenscraig (New Build) ph. 1 respectively.***

- 15.1.8 ***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. A report was presented to City Administration Committee in November 2025 to approve acceptance of the additional City Deal funding - Enabling Commercial Space (ECS), and to proceed with the drafting of a grant agreement between GCC and Clyde Gateway. The FBC was approved at the 12 Feb 2026 CEG.***
- 15.1.9 ***4 sites are being progressed as part of the IC's Enabling Commercial Space; Kelburn Phase 2, Crescent Street, Ingliston and Inchgreen. Site clearance work has been undertaken at Kelburn and Crescent Street to enable site investigation works to be carried out in Q4. Early concept designs have been considered and design will be informed by the site investigations.***
- 15.1.10 ***NLC's Ravenscraig Phase 1 consists of the development of a multi-let industrial scheme at Ravenscraig totalling 5,797 sqm 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.***
- 15.1.11 ***SLC are reviewing timescales for FBC submission of two of their ECS project - Cathcart Road and Red Tree Labs. Indicative dates have been provided by SLC to the PMO however these require internal approval. CCRs will be submitted for the March 2026 CEG confirming the revised FBC submission dates.***
- 15.1.12 Appendices 1 and 2 contain any provided business case approval and construction dates.

16. ANNUAL IMPLEMENTATION PLAN UPDATE

16.1. City Deal Annual Implementation Plan Status

- 16.1.1 The Annual Implementation Plan for 2025/26 is attached at Appendix 10. It sets out all of the activities which will be completed by the Programme Management Office and the Support Groups throughout 2025/26 to support the delivery of the City Deal Programme and to ensure compliance with the Assurance Framework and Grant Offer Letter (GOL). Monitoring of the AIP is a condition of the GOL. A brief update on the progress which has been made with each action in the AIP and the status for each action is included at Appendix 10 with updates for the period marked in ***bold italic*** font.
- 16.1.2 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	24	(65%)
Complete	8	(21%)
Superseded	0	(0%)
Future	4	(11%)
	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.

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction
INFRASTRUCTURE PROGRAMME											
East Dunbartonshire Council in partnership with Strathclyde Partnership for Transport and Glasgow City Council											
1. Place and Growth Programme		C	n/a			G	G	G	F	various	various
	Westerhill Development Road	C	n/a	F		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	F		G	G	G	F	Feb 2026	Dec 2026
East Renfrewshire Council											
2. M77 Strategic Corridor				n/a		G	G	G	G	various	various
	Levern Works	C	C			C	C	C	C	Aug 2015	Aug 2016
	Business Boost	C	C			C	C	C	C	Nov 2017	Mar 2019
	Aurs Road Realignment	C	C			G	G	A	G	Oct 2023	Mar 2026
	Balgraystone Road	C	C			C	C	G	C	Mar 2019	Apr 2020
	Balgray Station	C	C			G	G	G	G	Sep 2024	Oct 2026
	Levern Valley Link	D	D			n/a	n/a	n/a	n/a	n/a	n/a
	Balgray Visitor Facilities	C	F			G	G	A	G	May 2026	Feb 2027
Glasgow City Council											
3. Canal and North Gateway						G	G	G	G	various	various
	FBC1: Sighthill: Remediation (Contract 1)	C	C	C	C	C	C	C	C	Dec 2015	Nov 2017
	FBC 2: Sighthill Remediation (Contract 2)	C	C	C	C	C	C	C	G	Oct 2016	Apr 2023
	FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill	C	C	C	C	C	C	C	G	Mar 2018	Jul 2019
	FBC4: NGIWMS - Smart Canal	C	C	C	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	n/a	n/a	n/a
	FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Link	C	C	C	C	C	C	C	G	May 2019	Feb 2022
	FBC 7: Sighthill M8 Pedestrian Bridge	C	C	C	C	C	C	C	G	Jan 2020	Jul 2022
	FBC 6: Speirs Lock: Garscube Toll & Links	C	C	C	C	C	C	C	G	Nov 2019	Feb 2022
	Port Dundas: Dobbies Loan	F	G	A	A	G			G	Dec 2025	Nov 2026
	Port Dundas: Pinkston Access and Remediation	F	G	G	G	G			G	Dec 2026	Aug 2027
	Cowlairs: Remediation & Servicing	D	n/a	n/a	n/a	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

Project Name	Sub Projects											
	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	
	FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)				C	C	C	G	G	Jan 2025	Jul 2025	
	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						G	G	G	G	various	various	
	FBC1: Sauchiehall Street Avenue				C	C	C	C	A	Dec 2017	May 2019	
	FBC5: Block A - Argyle St West (M8 Kingston Bridge – Union Street)				C	G	G	G	G	Feb 2024	Oct 2025	
	Block A - Argyle St East (Union Street to Glasgow Cross)				F	G	G	G	G	Feb 2025	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 1 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	C	C	C	D	n/a	n/a	n/a	n/a	n/a	n/a	
	Glassford St element deferred.					F	G	G	G	G	Dec 2025	May 2027
	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	
	FBC 1: Camlachie Burn				C	C	C	C	G	Mar 2017	Jul 2019	

Project Name	Sub Projects										
	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction
	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
	FBC 6: Drumchapel SWMP				C	C	C	C	G	Jan 2020	Mar 2021
	Cockenzie St SWMP				F	G	G	G	G	Nov 2026	Sep 2027
	Fullerton Avenue SWMP				D	n/a	n/a	n/a	n/a	n/a	n/a
	Eastern Springburn SWMP				F	G	G	G	G	Feb 2026	Aug 2026
	High Knightswood/Netherton SWMP				F	G	G	G	G	Jun 2026	Dec 2026
7. Clyde Waterfront West End Innovation Quarter						G	G	G	G	various	various
	FBC 7: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm Phase 1				C	C	C	C	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 Cessnock Pedestrian Link				D	n/a	n/a	n/a	n/a	n/a	n/a
	Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link				D	n/a	n/a	n/a	n/a	n/a	n/a
	Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge				D	n/a	n/a	n/a	n/a	n/a	n/a
	Investing in the Strategic Road Network to Unlock Development (M8 Jct19)				D	n/a	n/a	n/a	n/a	n/a	n/a
	GRID - Clyde Waterfront Innovation Campus (CWIC): Site Remediation and Services (*) and Access and Connectivity (#)	C	C	C	F	G	G	G	G	Mar 2026	Sep 2026
	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

Project Name	Sub Projects											
	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	
	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	
	Access and Integrity of Waterfront - Govan Graving Docks				D	n/a	n/a	n/a	n/a	n/a	n/a	
	FBC 5: Improving Connectivity between GU and 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						G	G	G	G	various	various	
	Inchgreen Ph. 1	C	C	n/a	C	C	C	G	G	Mar 2022	Mar 2024	
	Inchgreen Ph. 2 (New Local Project)				n/a	F	G	G	G	Mar 2026	Dec 2027	
9. Ocean Terminal					n/a		C	C	G	G	various	various
	Marine Works	C	C		C	C	C	G	C	May 2019	Mar 2020	
	Terminal Building				n/a	C	C	C	G	C	Nov 2019	Feb 2023
10. Inverkip	Inverkip	C	C	n/a	C	C	C	G	G	Dec 2024	Dec 2025	
North Lanarkshire Council												
11. A8 M8 Corridor Access Improvements					n/a		G	G	G	F	various	various
	Eurocentral Access Infrastructure (Ph.1 & Ph.2)	C	C	n/a	F	G	G	G	F	Jun 2026	Aug 2027	
	Orchard Farm Roundabout				n/a	F	G	G	G	F	Aug 2026	Oct 2027
12. Gartcosh/Glenboig Community Growth Area							C	C	C	G	various	various
	Glenboig Link Road - FBC 1	C	C	C	C	C	C	C	G	Oct 2016	Jun 2018	
	Glenboig Link Road - FBC 2				C	C	C	C	G	Dec 2016	Jun 2018	
13. Pan Lanarkshire Orbital Transport Corridor			n/a	n/a			G	G	G	G	various	various
	RIA South - FBC WCML Crossing (FBC1)				n/a	C	C	C	G	G	Feb 2022	Aug 2023
	RIA South - New Dual Carriageway Rav to Motherwell (FBC2)				n/a	F	G	G	G	F	Sep 2026	Aug 2027
	RIA North - Dualling of A723 Rav to M8 (FBC3)				n/a	D	n/a	n/a	n/a	n/a	n/a	

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction
	RIA South - Dualling of Airbles Road and Jnct improvements (FBC4)			n/a	F	G	G	G	F	Dec 2027	Mar 2029
	East Airdrie Link Road		C	n/a	F	G	G	G	F	Apr 2028	Sep 2030
	Motherwell Town Centre Interchange		C	C	C	C	C	G	C	Nov 2021	May 2023
Renfrewshire Council											
14. Clyde Waterfront and Renfrew Riverside (CWRR)	Clyde Waterfront and Renfrew Riverside (CWRR)	C	C	C	C	C	C	G	G	Feb 2021	Apr 2025
15. Glasgow Airport Investment Area (GAIA)	Glasgow Airport Investment Area (GAIA)	C	C	C	C	C	C	G	G	Mar 2019	Oct 2022
South Lanarkshire Council											
16. Cathkin Relief Road	Cathkin Relief Road	C	C	C	C	C	C	G	C	May 2019	Jan 2017
17. Greenhills Road	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
	East Kilbride Town Centre (FBC1: Demolition Contract)	€	€	n/a	n/a	n/a	n/a	n/a	F	Aug-2026	Jul-2028
	East Kilbride Town Centre (FBC1: Demolition Contract/FBC2: Civic Hub)	C	C	n/a	F	G	G	G	G	Aug 2026	Jul 2028
		C	C	n/a	F	G	G	G	F	Aug 2026	Aug 2027
19. SLC Community Growth Area	East Kilbride Town Centre (FBC3: Housing Enabling Works)	C	C	C		G	G	G	G	various	various
19a. Community Growth Area (CGA) - Newton										various	various
	Newton CGA Park and Ride				C	C	C	C	G	May 2017	Dec 2017
	Newton Farm Primary School				C	C	C	C	G	Feb 2016	Aug 2017
	Westburn Roundabout				C	C	C	C	G	Nov 2018	Sep 2019
	Sustainable Transport Intervention				F	A	A	A	F	May 2025	Jun 2026
	Uddingston Grammar School				F	G	A	A	F	Dec 2025	Jul 2027
19b. Community Growth Area - Hamilton										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	G	G	G	Aug 2024	Nov 2025
	FBC5: Wellhall Road/Hillhouse Road Junction (****)				D	n/a	n/a	n/a	n/a	n/a	n/a
	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions (****)				D	n/a	n/a	n/a	n/a	n/a	n/a
	FBC7: Calderside Academy				D	n/a	n/a	n/a	n/a	n/a	n/a
19c. Community Growth Area - Larkhall										various	various
	Holy Cross High Extension				F	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	G	G	F	May 2026	Dec 2027
	A72 Lanark Road / M74 Signalisation				C	C	C	G	G	May 2023	Jun 2024

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction
	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										various	various
	Park and Ride Facility - Hairmyres		C	C	C	C	C	G	G	Sep 2024	Jul 2025
	New Primary School (Phase 1) - Jackton		C	C	C	C	C	G	G	Feb 2022	Aug 2023
	Our Lady of Lourdes Primary School		C	C	C	C	C	G	G	Nov 2023	Aug 2024
	St Andrews/St Brides High School		G	G	G	G	G	G	G	Mar 2026	Jul 2027
West Dunbartonshire Council											
20. Exxon Site Development Project	Exxon Site Development Project	C	C	C	C	G	G	G	G	Jul 2023	Oct 2027
Regional Projects											
21. Clyde Metro Case for Investment		n/a	n/a	n/a	n/a	G	G	G	F	n/a	various
22. Enabling Commercial Space (ECS)										Dec 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	F	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		n/a	n/a	F	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	Westpoint (New Build)		n/a	n/a	F	G	G	G	F	Aug 2027	Sep 2028
ECS: RC	Tech Terrace AMIDS (New Build)		n/a	n/a	F	G	G	G	F	May 2026	Dec 2027
ECS: SLC	Cathcart Road (New Build)		n/a	n/a	F	G	G	G	F	Dec 2025	2029
ECS: SLC	Red Tree Labs, Shawfield Innovation Campus (New Build)		n/a	n/a	F	G	G	G	F	Dec 2025	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	Formal opening
INFRASTRUCTURE PROGRAMME															
EDC	1. Place and Growth Programme		11/02/2020	Nov 2024	Nov 2024	n/a	n/a	01/11/2024	various	various	various	various	various	various	various
-	-	Westerhill Development Road							12/02/2026	no date	05/12/2025	Mar 2026	May 2026	Nov 2027	Nov 2027
-	-	A802 Sustainable Travel Corridor				-	-	-	no date	no date	06/12/2025	Apr 2026	no date	no date	no date
-	-	Bishopbriggs Town Centre Regeneration							12/02/2026	no date	05/12/2025	Mar 2026	May 2026	Dec 2026	no date
ERC	2. M77 Strategic Corridor		23/06/2015	05/08/2015	18/08/2015	various	various	various	various	various	various	various	various	various	various
-	-	Levern Works				31/01/2019	12/02/2019	12/02/2019	18/08/2015	18/08/2015	Sep 2015	Oct 2015	Nov 2015	Aug 2016	Aug 2016
-	-	Business Boost				as above	as above	as above	30/11/2017	n/a	Feb 2018	Mar 2018	Mar 2018	Mar 2019	Jan 2020
-	-	Aurs Road Realignment				28/03/2019	09/04/2019	09/04/2019	25/10/2023	n/a	15/09/2023	Nov 2023	Dec 2023	Mar 2026	Mar 2026
-	-	Balgraystone Road				as above	as above	as above	28/03/2019	n/a	Feb 2019	May 2019	Jun 2019	Apr 2020	Oct 2020
-	-	Balgray Station				27/07/2023	08/08/2023	08/08/2023	05/09/2024	n/a	25/07/2024	Feb 2025	Jul 2025	Oct 2026	Nov 2026
-	-	Levern Valley Link				Oct 2023	Oct 2023	Oct 2023	Sep 2024	n/a	Aug 2024	Oct 2024	Nov 2024	Nov 2025	TBC
-	-	Balgray Visitor Facilities				24/10/2024	05/11/2024	05/11/2024	13/05/2026	n/a	20/03/2026	Jun 2026	Jun 2026	Feb 2027	Mar 2027
GCC	3. Canal and North Gateway		18/08/2015	02/12/2015	15/12/2015	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various	various
GCC	Canal and North Gateway								15/12/2015	15/12/2015	Nov 2015	Dec 2015	Dec 2015	Nov 2017	COMPLETE
-	-	FBC 2: Sighthill Remediation (Contract 2)							18/10/2016	18/10/2016	Sep 2016	Mar 2017	Mar 2017	Apr 2023	Oct 2023
-	-	FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill							29/03/2018	10/04/2018	Feb 2018	Apr 2018	Jun 2018	Jul 2019	COMPLETE
-	-	FBC4: NGIWMS - Smart Canal							29/03/2018	10/04/2018	Feb 2018	Jun 2018	Jun 2018	Jun 2019	COMPLETE
-	-	NGIWMS: Cowlairs Link							11/08/2022	n/a	17/06/2022	Aug 2022	Aug 2022	Aug 2023	Aug 2023
-	-	FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Link							29/05/2019	n/a	Apr 2019	May 2019	Jun 2019	Feb 2022	COMPLETE
-	-	FBC 7: Sighthill M8 Pedestrian Bridge							30/01/2020	n/a	13/12/2019	Jan 2020	Mar 2020	Jul 2022	COMPLETE
-	-	FBC 6: Speirs Lock: Garscube Toll & Links							28/11/2019	n/a	25/10/2019	Dec 2019	Dec 2019	Feb 2022	COMPLETE
-	-	Port Dundas: Dobbies Loan							18/12/2025	n/a	24/10/2025	Feb 2026	Feb 2026	Nov 2026	Nov 2026
-	-	Port Dundas: Pinkston Access and Remediation							17/12/2026	n/a	23/10/2026	Feb 2027	Feb 2027	Aug 2027	Aug 2027
-	-	Cowlairs: Remediation & Servicing							28/07/2022	n/a	17/06/2023	Aug 2022	Aug 2022	Aug 2023	Aug 2023
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	various
GCC	Collegelands Calton Barras								18/06/2026	n/a	24/04/2026	Aug 2026	Jul 2026	Sep 2027	Sep 2027
-	-	FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)							20/08/2024	n/a	26/04/2024	Aug 2024	Jan 2025	Jul 2025	Jul 2025
-	-	FBC 2: Meat Market Site Remediation							30/06/2019	n/a	May 2019	Jun 2019	Jun 2019	Aug 2020	Aug 2020
-	-	FBC5: Meatmarket Public Realm and Listed Structures							01/11/2024	n/a	Sep 2024	Jan 2025	Feb 2025	Nov 2026	Nov 2026
-	-	FBC 3: Calton Barras Action Plan – Junction Improvements							20/06/2019	n/a	01/05/2019	27/06/2019	27/06/2019	18/04/2020	Apr 2020
-	-	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1							24/05/2017	06/06/2017	Apr 2017	Jan 2018	Jan 2018	Jul 2018	Aug 2019
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm		18/08/2015	30/11/2016	13/12/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various	various
GCC	City Centre Enabling Infrastructure Integrated Public Realm								01/12/2017	n/a	Nov 2017	Dec 2017	Jan 2018	May 2019	May 2019
-	-	FBC5: Block A - Argyle St West (M8 Kingston Bridge – Union Street)							01/02/2024	n/a	22/12/2023	Jan 2024	Mar 2024	Oct 2025	Oct 2025
-	-	Block A - Argyle St East (Union Street to-Glasgow Cross)							12/02/2025	n/a	05/12/2025	Feb 2026	Mar 2026	Mar 2029	Mar 2029
-	-	Block A - St Enoch's Square - Dixon Street							27/07/2023	n/a	16/06/2023	Sep 2023	Nov 2023	Jan 2026	Jan 2026
-	-	Block A - Bath Street East - Cathedral Street							Jan 2025	n/a	Dec 2024	Feb 2025	Apr 2025	Dec 2026	Dec 2026
-	-	Block A - Kyle Street - North Hanover Street							27/03/2025	n/a	31/01/2025	Apr 2025	Jun 2025	Dec 2026	Nov 2026
-	-	Block A - New City Road (The Underline Phase 2)							23/09/2021	n/a	13/08/2021	Oct 2021	Oct 2021	Jun 2023	Jun 2023
-	-	FBC 4: Sauchiehall Street Precinct & Cambridge Street							08/06/2023	n/a	28/04/2023	Jun 2023	Sep 2023	Jul 2025	Jul 2025
-	-	FBC3: Holland Street/Pitt St							07/12/2022	n/a	Oct 2022	Dec 2022	Mar 2023	Jun 2025	Jun 2025
-	-	Block B - Elmbank Street & Elmbank Crescent							Feb 2025	n/a	Jan 2025	Mar 2025	May 2025	Nov 2026	Nov 2026
-	-	Block B - Stockwell Street							Dec 2025	n/a	Jul 2025	Nov 2025	Jan 2026	May 2027	Oct 2027
-	-	Block B - Broomielaw							Nov 2025	n/a	Oct 2025	Mar 2026	Feb 2026	Nov 2027	Nov 2027

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		Block B - Clyde Street							Nov 2025	n/a	Oct 2025	Mar 2026	Feb 2026	Nov 2027	Nov 2027
		Block C - Hope Street							Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028	Dec 2028
		Block C - International Financial Services District							Jan 2027	n/a	Dec 2026	Feb 2027	Apr 2027	Dec 2028	Dec 2028
		Block C - St Vincent Street							Sep 2026	n/a	Aug 2026	Oct 2026	Dec 2026	Oct 2028	Oct 2028
		Block C - John Street							27/07/2023	n/a	16/06/2023	Aug 2023	Oct 2023	Mar 2025	Mar 2025
		Block C - George Street Ph. 2 (Montrose Street to High Street)							06/08/2026	n/a	12/06/2026	Mar 2027	Apr 2027	Oct 2028	Sep 2028
		FBC2: Intelligent Street Lighting							29/03/2018	10/04/2018	Feb 2018	Feb 2018	Dec 2018	Jun 2019	Jun 2019
		Block C - George Square and Surrounding Avenues							14/05/2025	n/a	14/03/2025	May 2025	Jul 2025	Sep 2026	TBC
GCC	6. Metropolitan Glasgow Strategic Drainage Partnership		18/08/2015	03/02/2016	16/02/2016	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various	various
GCC	Metropolitan Glasgow Strategic Drainage Partnership	FBC 1: Camlachie Burn							29/03/2017	11/04/2017	May 2017	Jun 2017	Jun 2017	Jul 2019	Jul 2019
		FBC 2: Cardowan Surface Water Management Plan (SWMP)							02/08/2018	14/08/2018	May 2018	Jun 2018	Jul 2018	Dec 2019	Dec 2019
		FBC 4: South East Glasgow SWMP							23/05/2019	n/a	May 2019	Jun 2019	Jul 2019	Jan 2021	Jan 2021
		FBC 3: Hillington/Cardonald SWMP - Phase 1 (Moss Heights/Halfway Community Park)							30/08/2018	n/a	Aug 2018	Aug 2018	Sep 2018	May 2019	May 2019
		FBC 7: Hillington/Cardonald SWMP - Ph 2 - Queensland Gardens							24/02/2023	n/a	Jan 2023	Feb 2023	22/02/2023	Jul 2023	TBC
		FBC 8: Hillington/Cardonald SWMP - Ph 3: Penilee							24/02/2022	n/a	Feb 2022	Feb 2022	Feb 2022	May 2023	TBC
		FBC 5: Garrowhill/Ballieston SWMP							29/08/2019	n/a	Jul 2019	Aug 2019	Sep 2019	Nov 2022	TBC
		FBC 6: Drumchapel SWMP							30/01/2020	n/a	13/12/2019	Feb 2020	Mar 2020	Mar 2021	Mar 2021
		Cockenzie St SWMP							05/11/2026	n/a	03/11/2026	May 2025	Oct 2026	Sep 2027	Aug 2026
		Fullerton Avenue SWMP							Feb 2023	n/a	Jan 2023	May 2020	Jul 2022	Mar 2023	Mar 2023
		Eastern Springburn SWMP							12/02/2026	n/a	05/12/2025	Feb 2026	Feb 2026	Aug 2026	Aug 2026
		High Knightswood/Netherton SWMP							18/06/2026	n/a	24/04/2026	Jul 2026	Jul 2026	Dec 2026	Dec 2026
GCC	7. Clyde Waterfront West End Innovation Quarter		18/08/2015	30/03/2016	12/04/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various	various
GCC	Clyde Waterfront West End Innovation Quarter	FBC 7: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm Phase 1							26/10/2022	n/a	16/09/2022	Nov 2022	Jan 2023	Jul 2024	Jul 2024
		Develop. Econ. Role of GU - Byres Road Public Realm Phase 2							27/03/2025	n/a	31/01/2025	Apr 2025	Jun 2025	May 2027	May 2027
		Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay Expressway Bridge							Oct 2023	n/a	Sep 2023	Nov 2023	Nov 2023	Nov 2024	Nov 2024
		Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link							Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2024	Sep 2025	Sep 2025
		Develop. Econ. Role of SEC/Pacific Quay Finnieston Link							09/06/2022	n/a	29/04/2022	Jul 2022	Jul 2022	Jul 2023	Jul 2023
		Develop. Econ. Role of SEC/Pacific Quay Canting Basin Bridge							Sep 2024	n/a	Aug 2024	Oct 2024	Oct 2023	Oct 2025	Oct 2025
		Investing in the Strategic Road Network to Unlock Development (M8 Jct19)							Feb 2024	n/a	Jan 2024	Mar 2024	Mar 2024	Mar 2025	Mar 2025
		GRID - Clyde Waterfront Innovation Campus (CWIC): Site Remediation and Services (*) and Access and Connectivity (#)							26/03/2026	n/a	30/01/2026	Apr 2026	Apr 2026	Sep 2026	Oct 2026
		FBC 6: CGAP Water Row Grant Award							03/02/2022	n/a	24/12/2021	Feb 2021	Mar 2022	Jun 2024	Jun 2024
		Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3 (*)							27/07/2023	n/a	16/06/2023	Sep 2023	Sep 2023	Feb 2025	Feb 2025
		GRID - Clyde Waterfront Innovation Campus: Access and Connectivity (***) (#)							Mar 2026	n/a	Feb 2026	May 2026	May 2026	Apr 2028	Apr 2028
		Developing the Economic Role of Yorkhill Hospital Site							Aug 2024	n/a	Jul 2024	Sep 2024	Sep 2024	Aug 2025	Aug 2025
		FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm Improvements (Phase 1 and 2)							29/03/2018	10/04/2018	Mar 2018	Apr 2018	Apr 2018	Dec 2019	xxx
		CGAP Development Deficit Funding - Commercial Floorspace 1 (**)							Nov 2021	n/a	Oct 2021	Dec 2021	Dec 2021	Oct 2022	Oct 2022
		FBC 2: CGAP Development Deficit Funding Commercial Floorspace 2 (Govan Old Parish Church)							20/06/2019	n/a	01/05/2019	Jun 2019	Jun 2019	Sep 2022	Sep 2022
		Access and Integrity of Waterfront - The Briggait/Lancefield Quay							Apr 2024	n/a	Mar 2024	May 2024	May 2024	Nov 2025	Nov 2025
		Access and Integrity of Waterfront - Yorkhill Quay							Apr 2024	n/a	Mar 2024	May 2024	May 2024	May 2025	May 2025
		FBC 8: Access and Integrity of Waterfront - Windmillcreef Quay							28/07/2022	n/a	17/06/2022	Aug 2022	Aug 2022	Mar 2024	Mar 2024
		Access and Integrity of Waterfront - SEC - Active Travel							Mar 2024	n/a	Feb 2024	Apr 2024	Apr 2024	Apr 2026	Apr 2026
		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	Feb 2029

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-	-	Access and Integrity of Waterfront – Carlton Place (##)							Dec 2026	n/a	Nov 2026	Feb 2027	Feb 2027	Jan 2029	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	Jul 2021
-	-	FBC 4: Access and Integrity of Waterfront - Tradeston FBC addendum							28/10/2022	n/a	Oct 2022	Nov 2022	Mar 2023	Oct 2023	May 2023
-	-	Access and Integrity of Waterfront – Govan Graving Docks							Apr 2023	n/a	Mar 2023	May 2020	Apr 2023	Apr 2024	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	Oct 2024
-	-	FBC3: Improving Connectivity between GU and QEUH - Active Travel Route (North)							31/10/2019	n/a	20/09/2019	17/10/2019	Sep 2020	Apr 2022	Apr 2022
-	-	Improving Connectivity between GU and QEUH - Active Travel Route (South) (***)							Aug 2023	n/a	Jul 2023	Sep 2023	Sep 2023	Feb 2025	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	various
IC	Inchgreen	Inchgreen Ph. 1				n/a	n/a		17/03/2022	n/a	04/02/2022	Apr 2022	Apr 2022	Mar 2024	Mar 2024
-	-	Inchgreen Ph. 2 (New Local Project)				n/a	n/a		26/03/2026	n/a	30/01/2026	Apr 2026	Apr 2026	Dec 2027	Dec 2027
IC	9. Ocean Terminal		20/10/2015	27/09/2017	10/10/2017	various	various	various	various	various	various	various	various	various	various
IC	Ocean Terminal	Marine Works				29/05/2019	04/06/2019	04/06/2019	29/05/2019	04/06/2019	May 2019	Apr 2019	Jun 2019	Mar 2020	Jul 2021
-	-	Terminal Building				28/11/2019	10/12/2019	10/12/2019	28/11/2019	10/12/2019	25/10/2019	Dec 2019	Apr 2021	Feb 2023	Aug 2023
IC	10. Inverkip		20/10/2015	27/09/2017	10/10/2017	25/10/2023	07/11/2023	07/11/2023	04/12/2024	n/a	13/09/2024	Dec 2024	Jan 2025	Dec 2025	Dec 2025
NLC	11. A8 M8 Corridor Access Improvements		18/08/2015	11/08/2022	30/08/2022	n/a	n/a	30/08/2022	various	various	various	various	various	various	various
NLC	A8 M8 Corridor Access Improvements	Eurocentral Access Infrastructure (Ph.1 & Ph.2)				n/a	n/a		18/06/2026	n/a	24/04/2026	Jul 2026	Jul 2026	Aug 2027	Aug 2027
-	-	Orchard Farm Roundabout				n/a	n/a		06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Oct 2027	Oct 2027
NLC	12. Gartcosh/Glenboig Community Growth Area		18/08/2015	25/05/2016	06/06/2016	28/03/2019	09/04/2019	09/04/2019	various	various	various	various	various	various	various
NLC	Gartcosh/Glenboig Community Growth Area	Glenboig Link Road - FBC 1							18/10/2016	18/10/2016	Sep 2016	Nov 2016	May 2017	Jun 2018	Aug 2018
-	-	Glenboig Link Road - FBC 2							30/12/2016	13/12/2016	Nov 2016	Dec 2016	May 2017	Jun 2018	Aug 2018
NLC	13. Pan Lanarkshire Orbital Transport Corridor		18/08/2015	various	various	n/a	n/a	various	various	various	various	various	various	various	-
NLC	Pan Lanarkshire Orbital Transport Corridor	RIA South - FBC WCML Crossing (FBC1)		24/09/2020	06/10/2020	n/a	n/a	06/10/2020	03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023	TBC
-	-	RIA South - New Dual Carriageway Rav to Motherwell (FBC2)							17/09/2026	n/a	24/07/2026	Aug 2026	Oct 2026	Aug 2027	TBC
-	-	RIA North – Dualling of A723 Rav to M8 (FBC3)							06/06/2024	06/08/2024	26/04/2023	Jul 2024	Oct 2024	Dec 2026	TBC
-	-	RIA South - Dualling of Airbles Road and Jct improvements (FBC4)							Dec 2027	n/a	Nov 2027	Jan 2028	Feb 2028	Mar 2029	TBC
-	-	East Airdrie Link Road		Apr 2023	06/08/2024	n/a	n/a	06/08/2024	Apr 2028	n/a	Mar 2028	May 2028	Sep 2028	Sep 2030	Sep 2030
-	-	Motherwell Town Centre Interchange		29/03/2018	10/04/2018	29/05/2019	04/06/2019	04/06/2019	03/11/2021	n/a	Sep 2021	Dec 2021	Jan 2022	May 2023	May 2023
RC	14. Clyde Waterfront and Renfrew Riverside (CWRR)		23/06/2015	30/11/2016	13/12/2016	02/08/2018	14/08/2018	14/08/2018	25/02/2021	06/04/2021	15/01/2021	Mar 2021	Jul 2021	Apr 2025	TBC
RC	15. Glasgow Airport Investment Area (GAIA)		23/06/2015	30/11/2016	13/12/2016	29/11/2018	11/12/2018	11/12/2018	28/03/2019	09/04/2019	Feb 2019	Jun 2019	Jul 2019	14/10/2022	14/10/2022
SLC	16. Cathkin Relief Road		18/08/2015	02/12/2015	20/10/2015	29/05/2019	04/06/2019	04/06/2019	23/05/2019	04/06/2019	Apr 2019	Feb 2016	Apr 2016	Jan 2017	Feb 2017
SLC	17. Greenhills Road		18/08/2015	03/08/2016	18/10/2016	30/08/2018	09/10/2018	09/10/2018	30/08/2018	09/10/2018	Jul 2018	Nov 2018	Mar 2019	Sep 2023	28/06/2022
SLC	18. Stewartfield Way/East Kilbride Town Centre		01/06/2021	various	various	n/a	n/a	various	Jun 2026	n/a	Apr 2026	Jul 2026	Oct 2026	Oct 2028	TBC
-	-	Stewartfield Way Capacity Enhancement		24/10/2024	24/10/2024	n/a	n/a	24/10/2024	18/06/2026	n/a	24/04/2026	Jul 2026	Oct 2026	Oct 2028	TBC
-	-	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	TBC
-	-	East Kilbride Town Centre (FBC1: Demolition Contract/FBC2: Civic Hub)							06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Jul 2028	TBC
-	-	East Kilbride Town Centre (FBC3: Housing Enabling Works)							06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Aug 2027	TBC
SLC	19. SLC Community Growth Area		18/08/2015	02/12/2015	15/12/2015	02/08/2018	various	various	various	various	various	various	various	various	various
SLC	19a. Community Growth Area (CGA) - Newton		18/08/2015	02/12/2015	15/12/2015	02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various	various
SLC	Community Growth Area - Newton	Newton CGA Park and Ride							24/05/2017	06/06/2017	Apr 2017	May 2017	Jun 2017	Dec 2017	COMPLETE
-	-	Newton Farm Primary School							03/02/2016	16/02/2016	Jan 2016	Feb 2016	Feb 2016	Aug 2017	COMPLETE
-	-	Westburn Roundabout							29/11/2018	n/a	Oct 2018	Dec 2018	Mar 2019	Sep 2019	COMPLETE
-	-	Sustainable Transport Intervention							14/05/2025	n/a	14/03/2025	Jun 2025	Jun 2025	Jun 2026	Jun 2026
-	-	Uddingston Grammar School							18/12/2025	n/a	24/10/2025	Dec 2025	Feb 2026	Jul 2027	Jul 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

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SLC	Community Growth Areas- Hamilton	FBC1: Woodhead Primary School Extension							02/08/2018	14/08/2018	Jul 2018	Aug 2018	Sep 2018	Aug 2019	COMPLETE
		FBC2: Highstonehall Road Upgrade Works							29/11/2018	n/a	Oct 2016	Aug 2018	Aug 2018	Apr 2019	COMPLETE
		FBC3: Woodfoot Road Transport Corridor Improvements							25/04/2019	n/a	Mar 2019	Apr 2019	Jun 2019	Dec 2019	COMPLETE
		FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)							20/08/2024	n/a	Jun 2024	Sep 2024	Jan 2025	Nov 2025	Nov 2025
		FBC5: Wellhall Road/Hillhouse Road Junction (****)							20/08/2024	n/a	Jun 2024	Sep 2024	Oct 2024	Jul 2025	Jul 2025
		FBC6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions (****)							20/08/2024	n/a	Jun 2024	Sep 2024	Oct 2024	Jul 2025	Jul 2025
		FBC7: Calderside Academy							14/05/2025	n/a	14/03/2025	Jun 2025	Jul 2025	Jul 2026	-
SLC	19c. Community Growth Area - Larkhall			01/02/2017	14/02/2017	25/04/2019	13/08/2019	13/08/2019	various	various	various	various	various	various	various
SLC	Community Growth Areas- Larkhall	Holy Cross High Extension							12/02/2026	n/a	05/12/2025	Dec 2025	Feb 2026	May 2027	Jul 2027
		Glengowan Primary School Extension							02/08/2021	n/a	18/06/2021	Jul 2021	Aug 2021	Jun 2022	COMPLETE
		Larkhall Nursery Extension							n/a	n/a	n/a	Mar 2021	Mar 2021	Aug 2021	TBC
		Merryton Roundabout & Link Road							13/05/2026	n/a	20/03/2026	May 2026	Jun 2026	Dec 2027	TBC
		A72 Lanark Road / M74 Signalisation							25/05/2023	n/a	28/04/2023	Dec 2023	Dec 2023	Jun 2024	Jun 2024
		M74 Works							17/09/2026	n/a	24/07/2026	Sep 2026	Oct 2026	Oct 2027	TBC
		Community Facility (Larkhall Leisure Centre)							13/05/2026	n/a	20/03/2026	May 2026	Jun 2026	May 2028	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
SLC	Community Growth Areas- East Kilbride	Park and Ride Facility - Hairmyres							04/09/2024	n/a	21/08/2024	05/09/2024	Oct 2024	Jul 2025	Jul 2025
		New Primary School (Phase 1) - Jackton							03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023	Aug 2023
		Our Lady of Lourdes Primary School							03/11/2023	n/a	15/09/2023	Nov 2023	Nov 2023	Aug 2024	Aug 2024
		St Andrews/St Brides High School							18/12/2025	n/a	24/10/2025	Dec 2025	Feb 2026	Jul 2027	Jul 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	TBC
Reg Pri	21. Clyde Metro Case for Investment		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2026	n/a
Reg Pri	22. Enabling Commercial Space (ECS)		25/02/2025	13/02/2025	25/02/2025	n/a	n/a	25/02/2025	various	various	various	various	various	various	various
EDC	ECS: EDC	Southbank House (Refurbishment)							Feb 2028	tbc	tbc	Mar 2028	Mar 2028	Dec 2028	2028
ERC	ECS: ERC	Robertson Street Industrial Units (Improvements/Replacement)							05/11/2026	tbc	03/09/2026	Nov 2026	Mar 2027	Oct 2028	Mar 2029
ERC	ECS: ERC	Crossmill Industrial Units (New Build)							08/06/2026	tbc	24/04/2026	Jul 2026	Oct 2026	Nov 2027	2028
GCC	ECS: GCC	The Lighthouse Ph.2 (Refurbishment)							17/09/2026	tbc	24/07/2026	Oct 2026	Oct 2026	Jun 2027	tbc
GCC	ECS: GCC	Clyde Waterfront Innovation Campus (Enabling Infrastructure)							Oct 2027	tbc	tbc	Nov 2027	Jan 2028	Jun 2029	tbc
GCC	ECS: GCC	Red Dalmarnock X Works (New Build)							12/02/2026	tbc	24/10/2025	Feb 2026	Mar 2026	Mar 2027	Mar 2027
IC	ECS: IC	Inchgreen (New Build)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029	2029
IC	ECS: IC	Crescent St (New Build)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029	2029
IC	ECS: IC	Kelburn (New Build)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029	2029
IC	ECS: IC	Ingleston Park (Refurbishment)							05/11/2026	tbc	03/09/2026	Nov 2026	Dec 2026	Dec 2029	2029
NLC	ECS: NLC	Ravensraig (New Build) ph. 1							12/02/2026	tbc	05/12/2025	Feb 2026	Feb 2026	Jan 2027	Jun 2027
NLC	ECS: NLC	Ravensraig (New Build) ph. 2							17/09/2026	tbc	24/07/2026	Oct 2026	Nov 2026	Nov 2027	Jan 2028
NLC	ECS: NLC	Westpoint (New Build)							Aug 2027	tbc	tbc	Sep 2027	Nov 2027	Jun 2028	Aug 2028
RC	ECS: RC	Tech Terrace AMIDS (New Build)							13/05/2026	n/a	20/03/2026	tbc	2026	2027	2026
SLC	ECS: SLC	Cathcart Road (New Build)							18/12/2025	tbc	24/10/2025	Sep 2025	Dec 2025	Sep 2029	2030
SLC	ECS: SLC	Red Tree Labs, Shawfield Innovation Campus (New Build)							18/12/2025	tbc	24/10/2025	tbc	tbc	Dec 2028	tbc
SLC	ECS: SLC	Industrial Unit (Upgrades and Retrofit)							18/06/2026	tbc	24/04/2026	tbc	Jun 2026	Jul 2027	tbc
WDC	ECS: WDC	Lomondside (New Build)							tbc	tbc	tbc	tbc	tbc	tbc	tbc
WDC	ECS: WDC	John Knox Street (New Build)							tbc	tbc	tbc	tbc	tbc	Sep 2027	tbc
WDC	ECS: WDC	Ash Road (Refurbishment)							tbc	tbc	tbc	tbc	2025	Jun 2026	2026

Appendix 3: PROGRAMME RISK REGISTER

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

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	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	<p>RISK: Member Authority and Partner funding contributions do not materialise</p> <p>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.</p> <p>EFFECT: Impact on Member Authorities' capital borrowing and revenue funding</p>	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 having some or all of their funds added to their business case approvals. 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	19/01/2026	↔
rsk 0009	24/01/2020	Open	Financial / reputational /economic	Deal GVA and Jobs targets not achieved	<p>RISK: Programme GVA and Jobs targets not achieved / Benefit Cost Ratio reduced</p> <p>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.</p> <p>EFFECT: reduced grant due to failure to meet Deal Payment by Results targets</p>	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. Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed.	4	2	8	Medium	27/01/2026	↔
rsk 0010	24/01/2020	Open	Economic / financial	Attraction of follow-on investment	<p>RISK: Failure to attract necessary follow on investment to deliver the economic benefits of the City Deal funded Projects.</p> <p>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</p> <p>EFFECT: Projects fail to deliver the economic benefits and follow on private sector investments. Impact on Payment By Result targets</p>	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. The GCR PMO is currently reviewing how the various funding pots and support to specific City Deal projects from Regional Partners and the dependencies across these funding streams is reflected in Programme level reporting through the RES Benefits Dependencies Register.	4	2	8	Medium	27/01/2026	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	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 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>EFFECT: 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. 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. 53 benefit opportunities are currently reported as overdue, Q3 2025/26 Remedial Register has been issued to each MA, identifying benefits requiring remedial action and the actions needed to reduce the risk of lost opportunities and non-delivery of benefit outcomes.	3	2	6	Medium	26/01/2026	↔
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>EFFECT: 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>	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. A large number of FBCs are programmed to be delivered in Q3 and Q4 2025/26. Progress with development of these is being closely monitored by the PMO.	4	1	4	Low	27/01/2026	↔
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>EFFECT: City Deal/Growth Deal Programme funding impacted / negative public perception of Deal projects</p>	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, including governments and their agencies, report their contribution and support with Benefits Realisation are currently being reviewed.	2	2	4	Low	27/01/2026	↔
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>EFFECT: MAs not fulfilling commitments to residents. Council fails to meet Carbon Reduction or Climate Change Targets.</p>	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	2	2	4	Low	27/01/2026	↔

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													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.						
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>EFFECT: 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>	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	27/01/2026	↔
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>EFFECT: Reduced ability to access external funding aligned to new/emerging policy priorities and missed opportunities to leverage additional public/private sector investment.</p>	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. The GCR PMO is currently reviewing how the various funding pots and support to specific City Deal projects from Regional Partners and the dependencies across these funding streams is reflected in Programme level reporting through the a RES Benefits Dependencies Register.	3	1	3	Low	27/01/2026	↔
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>	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Treat	OBC Augmentation Process completed with input from economic consultants. Guide to completing Economic Impact Assessments created by economic development consultants and included within Programme Management Toolkit. PMO continues to review business cases to ensure they comply with Green Book. Internal Audit completed a review of Business Cases appraisal process during 2019/20 with management improvements agreed and incorporated into PMO workplan. Further round of Green Book Training attended by 60 staff from PMO staff and MA Project Managers during August 2021. Subsidy control and Carbon Accounting training delivered for PMO/LOG Feb 2022 and engagement with the Scottish Government on Carbon Accounting is ongoing. Preparation of a carbon accounting workbook circulated amongst the MA and comments received back from all the MA with the exception of IC. During the Carbon Categorisation meetings carried out throughout August/September 2022 with Lead Officers, Project Managers and Carbon Officers, the Sustainable Development Manager of the Scottish Government has reiterated the need to follow and comply with the Green Book guidance for Carbon accounting. Green Book training completed by PMO and Lead Officers May 2024. Appraisal Table has been reviewed and updated by the PMO for issue to Lead Officers' Group following update of PMT in August 2025.	3	1	3	Low	27/01/2026	↔

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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>	PMO-Head	PMO-Head	4	3	12	High	Treat	The City Region Programme Management Office report to CEG and Cabinet (i.e. the Quarterly Performance Report and the Interim Performance Report) now include updates on the progress with the Annual Implementation Plan (AIP). A refresher on the PMT for all MAs carried out in August 2021. The PMO meets with each MA each quarter ahead of programme management reporting and also meets with MA project teams for business case presentations. PMO continues to reinforce Audit Report requirements with Lead Officers at LOG Meetings. The Assurance Framework has been updated and shared with governments and Lead Officers for comment in April 2025. The Programme Management Toolkit (PMT) will be updated to reflect AF amendments and issued July 2025. Gateway One approval received May 2020. Gateway Review 2 process completed. The Gateway 2 Approval Letter was received June 2025. A new tool has been developed to support prospective assessment of delivery confidence.	2	1	2	Low	27/01/2026	↔

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.</p> <p>EFFECT: negative impact on scope, project timescales and costs.</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, GCC (partial - one of three projects) unlock reallocated funds. <i>PMO reviewing SLC and NLC submissions.</i>	PMO / MA	Ongoing	Low	Open	28/01/2026
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: Business failures due to Covid-19 may result in fewer bidders for future contracts and/or contractors' unwillingness to carry financial risk. Construction inflation costs impacting on tender costs/contractor appetite to bear financial risk.</p> <p>EFFECT: Lack of competition leading to higher cost. Increased Project cost (impact on NPV), delay in Project delivery.</p>	<i>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. PMO has engaged with Supplier Development Fund January 2026 re a City Deal focus at annual Meet the Buyer event June 2026.</i>	PMO / MA	Ongoing	Low	Open	26/01/2026

Table 5.1: Outputs Reporting by Category

Outputs	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Gateway Review 3 (2029)	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Gateway Review 3 (2029)	% Delivered to Programme End (2035)
Assembly and Leisure (Class 11) [sqm]	0.00	1,655.00	1,655.00	1,843.00	(100%)	(89.8%)
Blue Green Infrastructure [sqm]	0.00	338,264.92	258,614.00	306,083.30	(130.8%)	(110.51%)
Bridges (Pedestrian/Cycle) and Underpasses (Enhanced) [no.]	0	4	4	4	(100%)	(100%)
Bridges (Pedestrian/Cycle) and Underpasses (New) [no.]	0	3	4	6	(75%)	(50%)
Bridges (Road/Rail) and Underpasses (Enhanced) [no.]	0	0	0	1	-	-
Bridges (Road/Rail) and Underpasses (New) [no.]	0	4	5	15	(80%)	(26.67%)
Bus Lanes (Enhanced) [km]	0.00	0.00	0.00	0.00	-	-
Bus Lanes (New) [km]	0.00	0.08	0.08	0.08	(100%)	(100%)
Cycle Routes (segregated) (Enhanced) [km]	0.00	1.25	2.53	2.53	(49.5%)	(49.5%)
Cycle Routes (segregated) (New) [km]	2.56	30.66	47.70	50.35	(64.28%)	(60.9%)
Cycle Routes (shared) (Enhanced) [km]	0.00	0.05	0.04	1.99	(125%)	(2.51%)
Cycle Routes (shared) (New) [km]	0.00	1.38	6.38	21.66	(21.63%)	(6.37%)
Development Platform (Gross External Area) [sqm]	0.00	0.00	0.00	15,700.00	-	-
Dredging [cbm]	0.00	445,135.00	445,135.00	445,135.00	(100%)	(100%)
Financial, Professional and Other Services (Class 2) (New) [sqm]	0.00	0.00	0.00	0.00	-	-
General Industrial (Class 5) (Enhanced) [sqm]	0.00	0.00	2,648.00	2,648.00	(0%)	-
Ground Remediation [cbm]	0.00	9.75	10.50	11.50	(92.86%)	(84.78%)
Junctions / Crossings (Enhanced) [no.]	7	56	96	136	(58.33%)	(41.18%)
Junctions / Crossings (New) [no.]	2	15	14	32	(107.14%)	(46.88%)
Lighting (Enhanced) [no.]	11	132	97	216	(136.08%)	(61.11%)

Outputs	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Estimated Project Benefits Delivered by Gateway Review 3 (2029)	Estimated Project Benefits Delivered by Programme End (2035)	% Delivered to Gateway Review 3 (2029)	% Delivered to Programme End (2035)
Lighting (New) [no.]	0	90	90	254	(100%)	(35.43%)
Non-residential Institutions [Class 10] (Enhanced) [No.]	0	3	1	4.00	(300%)	(75%)
Non-residential Institutions [Class 10] (New) [No.]	0	3	0	5.00	-	(60%)
Non-residential Institutions [Class 10] [sqm]	0.00	10,988.00	10,988.00	10,988.00	(100%)	(100%)
Parking spaces (Enhanced) [no.]	0	0	0	6	-	-
Parking spaces (New) [no.]	568	735	187	873	(393.05%)	(84.19%)
Parking Spaces for Bikes [no.]	24	24	10	64	(240%)	(37.5%)
Parking spaces for Electric Vehicles' (Evs) Charging [no.]	97	97	4	132	(2425%)	(73.48%)
Pedestrian Routes (Enhanced) [km]	0.00	2.82	19.79	15.61	(14.22%)	(18.03%)
Pedestrian Routes (New) [km]	3.61	40.64	34.32	38.74	(118.4%)	(104.89%)
Public Realm (Enhanced) [Ha]	0.00	12.06	18.77	21.47	(64.26%)	(56.18%)
Public Realm (New) [Ha]	0.00	22.89	26.71	25.85	(85.7%)	(88.56%)
Quay/Dock/Pontoon (Enhanced) [m]	0.00	650.00	650.00	650.00	(100%)	(100%)
Quay/Dock/Pontoon (New) [m]	0.00	200.00	200.00	200.00	(100%)	(100%)
Rail Stations (Enhanced) [no.]	0	0	0	0	-	-
Rail Stations (New) [no.]	0.00	0.00	0.00	1.00	-	-
Railtrack (Enhanced) [km]	0.00	0.00	0.00	0.00	-	-
Railtrack (New) [km]	0.00	0.00	0.00	0.00	-	-
Road (Enhanced) [Km]	1.02	13.29	28.36	38.55	(46.85%)	(34.47%)
Road (New) [Km]	0.73	14.41	19.78	34.52	(72.85%)	(41.75%)
Trees [no.]	3	3	3	3	(100%)	(100%)
Visitor centres (New) (FS_13) [no.]	0	0	0	0	-	-

Table 5.2: Outputs Changes in period

MA	PROJECT	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	Westerhill Development Road	Lighting (New) [no.]	87	0	0	0	Green	Value decreased from 138 to 87 to reflect EDC FBC submitted on 5.12.2025 to be approved at 12.2.26 CEG.
EDC	Westerhill Development Road	Pedestrian Routes (Enhanced) [km]	0.65	0.00	0.00	0.00	Green	Value increased from 0.62 to 0.65 km to reflect EDC FBC submitted on 5.12.2025 to be approved at 12.2.26 CEG
EDC	Westerhill Development Road	Pedestrian Routes (New) [km]	0.50	0.00	0.00	0.00	Green	Value increased from 0.22 to 0.50 km to reflect EDC FBC submitted on 5.12.2025 to be approved at 12.2.26 CEG
EDC	Westerhill Development Road	Road (Enhanced) [Km]	0.92	0.00	0.00	0.00	Green	Value increased from 0.75 to 0.92 km to reflect EDC FBC submitted on 5.12.2025 to be approved at 12.2.26 CEG
EDC	Westerhill Development Road	Road (New) [Km]	1.26	0.00	0.00	0.00	Green	Value increased from 1.25 to 1.26 km to reflect EDC FBC submitted on 5.12.2025 to be approved at 12.2.26 CEG
EDC	Bishopbriggs Town Centre	Lighting (New) [no.]	7	0	0	0	Green	Value decreased from 10 to 7 to reflect EDC FBC submitted on 5.12.2025 to be approved at 12.2.26 CEG
EDC	Bishopbriggs Town Centre	Parking Spaces for Bikes [no.]	10	0	0	0	Green	Values decreased from 20 to 10 to reflect EDC FBC submitted on 05 Dec 2025 to be approved at 12.2.26 CEG
GCC	Canal and North Gateway	Cycle Routes (segregated) (New) [km]	7.11	7.11	1.81	5.98	Green	Following the GIS consolidation exercise, the overall value has been updated by GCC from 7.075 km to 5.98 km, with the following split by sub-project: <ul style="list-style-type: none"> • FBC 2: from 4.460 km to 4.19 km • FBC 3: from 0.757 km to 0.67 km • FBC 5: from 0.450 km to 0.11 km • FBC 6: from 0.120 km to 0 km • FBC 7: from 0.844 km to 1.010 km
GCC	Canal and North Gateway	Pedestrian Routes (New) [km]	7.10	7.10	0.00	13.80	Green	Following the GIS consolidation exercise, the overall value has been updated by GCC from 6.31 km to 13.8 km, with the following split by sub-project: <ul style="list-style-type: none"> • FBC 2: from 4.460 km to 12.08 km • FBC 3: from 0.757 km to 0.72 km • FBC 7: from 1.094 km to 1.00 km
GCC	Canal and North Gateway	Public Realm (New) [Ha]	2.90	2.90	0.00	4.31	Complete	Following the GIS consolidation exercise, the overall value has been updated by GCC from 4.28 km to 4.31 km, with the following split by sub-project: <ul style="list-style-type: none"> • FBC 2: from 2.20 km to 2.44 km • FBC 3: from 1.094 km to 0.41 km • FBC 5: from 1.045 km to 0.21 km • FBC 6: from 0.20 km to 0.00 km • FBC 7: from 0.7234 km to 1.25 km

MA	PROJECT	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
GCC	Canal and North Gateway	Road (New) [Km]	6.99	6.99	0.00	3.56	Green	Following the GIS consolidation exercise, the overall value has been updated by GCC from 7.46 km to 3.56 km, with the following split by sub-project: <ul style="list-style-type: none"> • FBC 2: from 5.81 km to 3.1 km • FBC 3: from 1.65 km to 0.46 km
GCC	Collegelands Calton Barras	Cycle Routes (shared) (Enhanced) [km]	0.04	0.04	0.00	0.05	Green	adjusted by GCC from 0.04 to 0.05km
GCC	Collegelands Calton Barras	Cycle Routes (segregated) (New) [km]	3.05	2.38	0.15	0.24	Green	Following the GIS consolidation exercise, the overall value has been updated by GCC from 0.04 km to 0.24 km, with the following split by sub-project: <ul style="list-style-type: none"> • FBC 3: 0.09 km • FBC 4: 0.15 km (no breakdown by FBC was provided in Q2)
GCC	Collegelands Calton Barras	Junctions / Crossings (Enhanced) [no.]	10	2	4	6	Green	Additional 4 junctions delivered in period by FBC 4: Wellpark Link
GCC	Collegelands Calton Barras	Pedestrian Routes (New) [km]	2.38	2.38	0.66	1.93	Green	Additional 0.66 km of pedestrian route delivered in period by FBC 4: Wellpark Link
GCC	Collegelands Calton Barras	Public Realm (New) [Ha]	1.05	0.84	0.00	0.43	Green	Following the GIS consolidation exercise, the overall value has been updated by GCC from 0.49 km to 0.43 km (delivered solely by FBC 1). Remaining target is attributable to High St PR and Connectivity
GCC	Collegelands Calton Barras	Road (Enhanced) [Km]	2.14	1.56	0.44	2.46	Green	Following the GIS consolidation exercise, the overall value has been updated by GCC from 1.56 km to 2.46 km, with the following split by sub-project: <ul style="list-style-type: none"> • FBC 1: 0.65 km • FBC 3: 1.37 km • FBC 4: 0.44 km (delivered in period) (no breakdown by FBC was provided in Q2)
IC	Inverkip	Road (Enhanced) [Km]	0.58	0.58	0.58	0.58	Complete	IC has reported the Road complete
SLC	CGA - Hamilton	Junctions / Crossings (Enhanced) [no.]	11	11	3	7	Green	Additional 3 units reported in this period bringing the cumulative to date to 7

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	266,000.00	266,000.00	(100%)	(100%)
Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	1.84	854.62	1,127.96	(149.52%)	(75.77%)
Total Area of Opportunity Sites [Ha]	2.84	760.02	893.69	(189.1%)	(85.04%)
Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register [Ha]	1.00	64.59	276.56	(74.16%)	(23.36%)
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]	0.00	118,928.00	463,952.14	(110.75%)	(25.63%)
<i>Development Platform (Gross External Area) [sqm]</i>	0.00	0.00	101,200.00	-	-
General Industrial (Class 5) [sqm]	0.00	65,504.00	496,784.63	(77.12%)	(13.19%)
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	-	-

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)
Residential (Houses and Flats) (Class 9) [sqm]	23,850.00	774,277.00	2,073,435.00	(92.82%)	(37.34%)
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.]	221	11,633	26,634	(99.97%)	(43.68%)
Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	181	5,754	13,400	(99.62%)	(42.94%)
Affordable Housing Units (HLAA TENURE.INT) (New) [no.]	0	791	1,613	(61.41%)	(49.04%)
Social Housing Units (HLAA TENURE.SR) (New) [no.]	40	538	632	(131.22%)	(85.13%)

Table 6.2: Outcomes Changes in period

MA	PROJECT	Output Reference	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	New Railway Station	HOUS_03_FO	Affordable Housing Units (HLAA TENURE.INT) (New) [no.]	42	42	0	23	Green	Target to 2029 (GW3) added
ERC	New Railway Station	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	471	362	0	195	Green	Revised target to 2029 - increased from 143 to 362 units
ERC	New Railway Station	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	559	450	0	264	Green	Revised target to 2029 - increased from 209 to 450 units
GCC	Canal and North Gateway	ENV_07_CD	Ground Remediation [cbm]	1,200,050.00	1,200,050.00	0.00	1,200,048.22	Green	GCC has added this value after the contractor confirmed the 1.2m ³ of ground remediation for the Sighthill sub-project
NLC	Gartcosh/Glenboig	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	118,800.00	52,800.00	4,600.00	100,200.00	Green	Additional 4,600 m ² reported in this period bringing the cumulative to date to 100,200 m ²
NLC	Gartcosh/Glenboig	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,188	528	46	1,002	Green	Additional 46 units reported in this period bringing the cumulative to date to 1,002
NLC	Gartcosh/Glenboig	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	992	442	46	919	Green	Additional 46 units reported in this period bringing the cumulative to date to 919
NLC	Gartcosh/Glenboig	LU_02_FO	Total Area of Opportunity Sites [Ha]	49.46	23.06	1.84	52.55	Green	Additional 1.84 Ha reported in this period bringing the cumulative to date to 52.55 Ha
NLC	Gartcosh/Glenboig	LU_01_FO	Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	53.95	27.54	1.84	53.56	Green	Additional 1.84 Ha reported in this period bringing the cumulative to date to 53.56Ha
RC	GAIA	FS_05_FO	General Industrial (Class 5) [sqm]	88,270.00	44,942.00	0.00	44,942.00	Complete	Target to 2029 (GW3) added
SLC	CGA - Hamilton	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,800	860	38	1,033	Green	Additional 38 units reported in this period bringing the cumulative to date to 1,033
SLC	CGA - Hamilton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	214,500.00	102,300.00	4,180.00	124,410.00	Green	Additional 4,180 m ² reported in this period bringing the cumulative to date to 124,410 m ²
SLC	CGA - Hamilton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,950	930	38	1,131	Green	Additional 38 unit reported in this period bringing the cumulative to date to 1,131
SLC	CGA - East Kilbride	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	2,044	1,404	71	1,039	Green	Additional 71 units reported in this period bringing the cumulative to date to 1,039

MA	PROJECT	Output Reference	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
SLC	CGA - East Kilbride	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	290,840.00	183,040.00	12,210.00	121,330.00	Green	Additional 12,210 m ² reported in this period bringing the cumulative to date to 121,330 m ²
SLC	CGA - East Kilbride	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	2,644	1,664	111	1,103	Green	Additional 111 units reported in this period bringing the cumulative to date to 1,103
SLC	CGA - East Kilbride	HOUS_04_FO	Social Housing Units (HLAA TENURE.SR) (New) [no.]	0	0	40	64	Green	Additional 40 units reported in this period bringing the cumulative to date to 64
SLC	CGA - Newton	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,500	900	7	1,251	Green	Additional 7 units reported in this period bringing the cumulative to date to 1,251
SLC	CGA - Newton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	165,000.00	99,000.00	770.00	137,610.00	Green	Additional 770 m ² reported in this period bringing the cumulative to date to 137,610 m ²
SLC	CGA - Newton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,500	900	7	1,251	Green	Additional 7 units reported in this period bringing the cumulative to date to 1,251
SLC	CGA - Larkhall	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,750	800	19	377	Green	Additional 19 units reported in this period bringing the cumulative to date to 377
SLC	CGA - Larkhall	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	203,500.00	88,000.00	2,090.00	58,080.00	Green	Additional 2,090 m ² reported in this period bringing the cumulative to date to 58,080 m ²
SLC	CGA - Larkhall	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,850	800	19	528	Green	Additional 19 units reported in this period bringing the cumulative to date to 528
WDC	EXXON	LU_02_FO	Total Area of Opportunity Sites [Ha]	39.45	39.45	1.00	39.45	Complete	Additional 1 Ha reported in this period (due to correction) bringing the cumulative to date to 39.45 Ha
WDC	EXXON	LU_03_FO	Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register [Ha]	19.10	19.10	1.00	19.10	Complete	An additional 1 Ha was reported in this period (due to late reporting), bringing the cumulative total to date to 19.10 Ha

Table 6.3 City Deal Contract and Community Benefit Model Summary

GCR City Deal Contract Summary to Q3 2025/26 (up to 31 December 2025)						
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		17	17	18	-1
Value of In Development Pipeline Contracts	£0		£236,999,999	£236,999,999	£237,149,999	(£150,000.00)
Number of Contracts On Hold	0		16	16	17	-1
Value of Contracts On Hold	£0		£94,849,999	£94,849,999	£94,899,999	-£50,000.00
Number of Contracts Currently Tendered	0		3	3	3	0
Value of Contracts Currently Tendered	£0		£3,075,000	£3,075,000	£3,329,549	-£254,549
Number of In Progress Contracts	7		41	48	46	2
Value of In Progress Contracts	£215,720		£113,657,784	£113,873,504	£112,251,270	£1,622,234
Number of Completed Contracts*	296		182	478	475	3
Value of Completed Contracts*	£5,057,370		£379,141,188	£384,198,558	£382,895,405	£1,303,153
Total Number of Contracts Awarded	303		223	526	522	4
Total Value of Contracts Awarded	£5,273,090		£494,928,842	£500,201,932	£497,276,545	£2,925,387
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	24		169	193	187	6
Value with Contractual Community Benefit	£664,507		£474,972,562	£475,637,069	471,497,941	£4,139,128
Number with Voluntary Community Benefit	26		10	36	35	1
Value with Voluntary Community Benefit	£610,375		£9,960,182	£10,570,557	5,516,069	£5,054,488
Number with No Community Benefit	253		45	298	298	0
Value with No Community Benefit	£3,998,208		£15,050,586	£19,048,794	18,241,570	£807,224.00
Number of 'In Progress' Contracts with No Community Benefit	6		4	10	12	-2
Value of 'In Progress' Contracts with No Community Benefit	£196,520		£800,304	£996,824	£2,210,565	-£1,213,741
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	286	£175,077,117	54%	35%	33%	2%
Contracts Awarded to an SME	147	£82,174,795	28%	16%	18%	-2%
Contracts Awarded to a Local SME	97	£54,525,287	18%	11%	11%	0%

Contracts - Q2→Q3 Reconciliation	
Summary metrics	
Total Value Q2	£1,034,011,051
Total Value Q3	£1,036,481,889
Portfolio delta (Q3-Q2)	£2,470,838
Sum of Added values	£2,886,486
Sum of Removed values	-£454,549
Net (Added - Removed)	£2,431,937
Value change on continuing contracts	£38,901
Check (Net + Continuing)	£2,470,838
A) Added contracts - Title	Value
WDC - Exxon Western Underbridge Construction	tbc
EDC - WDR DMRB Stage 3 GIs	£327,364
EDC - WDR Client-Side Support services for pre-construction and detailed design (Contract 3).	£430,060
EDC - FBC Co-ordination	£129,062
GCC - Stockwell Street Public Realm Construction (Reissue)	£2,000,000
B) Removed contracts - Title	Project Title
EDC - Strategic Services - Cost Consultant	£50,000
EDC- WDR Client-Side Support services for pre-construction and construction works.	na
EDC - A803 design team for RIBA Stage 3 to 4	na
EDC - A803 design team for RIBA Stage 4 to 6 (construction)	na
EDC - A803 Client-Side Support services for RIBA Stage 4 to 6	na
EDC - A803 Corridor Improvements Construction	na
NLC - East Airdrie Link Road – Preliminary Design, DMRB Stage 3 Assessment and Statutory Procedures - CPO Services	£404,549
C) Value changes on continuing contracts - Title	Values
NLC - Eurocentral Strategic Active Travel design and Tender Preparation Services	Q2: £291,530 Q3 £330,431 Difference: £38,901

Table 6.4 Community Benefit Outcomes by each Authority by Category

City Deal Community Benefit Outcome Summary by Member Authority to Q3 2025/26 (up to 31 December 2025)															
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
Targeted Recruitment & Employment	ERC	17	0	14	1	4	0	0	0	0	0	0	0	0	0
	GCC	169	1	129	2	20	-6	1	0	4	0	9	0	6	5
	GCR	1	0	0	0	0	0	1	0	0	0	0	0	0	0
	IC	23	0	23	0	0	0	0	0	0	0	0	0	0	0
	NLC	33	0	27	0	0	0	1	0	0	0	3	0	2	0
	PMO	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	RC	46	-5	30	0	6	-5	8	0	0	0	2	0	0	0
	SLC	72	0	61	0	0	0	1	0	2	0	8	0	0	0
	WDC	3	0	1	0	2	0	0	0	0	0	0	0	0	0
ALL - City Deal	364	-4	285	3	32	-11	12	0	6	0	22	0	8	5	
Targeted Skills & Training	EDC	37	1	34	0	2	0	1	1	0	0	0	0	0	0
	ERC	87	-8	83	0	2	-10	0	0	0	0	0	0	0	0
	GCC	523	14	324	1	36	4	25	0	42	0	84	0	8	5
	GCR	15	0	7	0	7	0	0	0	0	0	1	0	0	0
	IC	10	0	3	0	0	0	0	0	2	-1	4	0	0	0
	NLC	201	-8	117	6	0	0	12	-36	3	-1	16	-1	28	2
	PMO	4	0	2	0	0	0	2	0	1	0	1	0	0	0
	RC	81	-1	58	0	3	0	20	-1	0	0	0	0	0	0
	SLC	75	0	67	0	0	0	3	0	1	0	4	0	0	0
	WDC	35	6	12	6	23	0	0	0	0	0	0	0	0	0
All - City Deal	1068	4	707	13	73	-6	61	-36	49	-2	110	-1	36	7	
Qualifications	ERC	12	0	12	0	0	0	0	0	0	0	0	0	0	0
	GCC	60	0	56	0	0	0	0	0	0	0	2	0	0	0
	NLC	4	0	4	0	0	0	0	0	0	0	0	0	0	0
	RC	66	0	44	0	0	0	20	0	0	0	2	0	0	0
	SLC	80	0	77	0	0	0	0	0	0	0	3	0	0	0
	WDC	2	0	0	0	2	0	0	0	0	0	0	0	0	0
	All - City Deal	224	0	193	0	2	0	20	0	2	0	7	0	0	0
Community Engagement - Non Financial Only	EDC	0	-1	0	0	0	0	0	0	0	0	0	0	0	-1
	ERC	14	-6	12	-6	2	0	0	0	0	0	0	0	0	0
	GCC	111	0	95	0	1	-1	1	0	4	0	8	0	1	-4
	GCR	3	-1	3	-1	0	0	0	0	0	0	0	0	0	0
	PMO	0	-1	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
	NLC	80	-2	26	1	2	2	6	-10	0	0	27	0	4	3
	RC	13	-41	13	0	40	0	0	0	0	-1	0	-1	0	0
	SLC	6	-1	4	0	0	0	0	0	1	0	1	0	0	0
	WDC	11	0	10	0	1	0	0	0	0	0	0	0	0	0
All - City Deal	242	-53	167	-6	46	1	7	-10	5	-1	36	-1	5	-2	
Supply Chain Development	ERC	8	0	8	0	0	0	0	0	0	0	0	0	0	0
	GCC	58	0	45	1	2	0	0	0	4	0	5	0	0	-1
	IC	2	0	0	0	0	0	0	0	1	0	1	0	0	0
	NLC	5	0	5	0	0	0	0	0	0	0	0	0	0	0
	GCR	2	1	0	0	1	1	1	0	0	0	0	0	0	0
	PMO	1	0	1	0	0	0	0	0	0	0	0	0	0	0
	RC	27	0	14	0	0	0	12	0	0	0	1	0	0	0
	SLC	8	-1	6	-1	0	0	0	0	2	0	0	0	0	0
All - City Deal	111	0	79	0	3	1	13	0	7	0	7	0	0	-1	
Fair Work First	ERC	1	0	0	0	1	1	0	0	0	0	0	0	0	0
	All - City Deal	1	0	0	0	1	1	0	0	0	0	0	0	0	0
Overall Total - Non Financial Interventions	ALL Categories	2010	-53	1431	10	157	-14	113	-46	69	-3	182	-2	49	9
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
	EDC	£1,000	£1,000	£1,000	£1,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	ERC	£17,000	£0	£17,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	GCC	£133,000	£0	£118,000	£1,000	£7,000	£-4,000	£0	£0	£0	£0	£4,000	£0	£4,000	£3,000
	IC	£4,000	£0	£1,000	£0	£0	£0	£0	£0	£2,000	£0	£1,000	£0	£0	£0
	NLC	£23,000	£-2,000	£21,000	£2,000	£0	£0	£1,000	£-5,000	£0	£0	£0	£0	£1,000	£1,000
	RC	£17,000	£0	£9,000	£0	£1,000	£0	£7,000	£0	£0	£0	£0	£0	£0	£0
	SLC	£10,000	£0	£10,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	WDC	£7,000	£2,000	£3,000	£2,000	£4,000	£0	£0	£0	£0	£0	£0	£0	£0	£0
	All - City Deal	£212,000	£1,000	£180,000	£6,000	£12,000	£-4,000	£8,000	£-5,000	£2,000	£0	£5,000	£0	£5,000	£4,000

Appendix 7: ACTUAL AND FORECAST SPEND VS GRANT INCOME AND BUSINESS CASE APPROVALS AS AT Q3 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	-	911,606	-	911,606			912,000	786,867
Levern Valley Access Balgray Link	168,952	0	0	0	168,952	168,952	168,952	-	168,952	-	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	-	5,603,000	-	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	-	3,420,382	-	3,420,382			2,413,000	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	5,959,000	8,913,000	13,286,000	18,300,000			18,300,000	15,795,937
Aurs Road	29,136,545	9,135,984	7,280,725	21,800,000	12,719,836	12,719,836	8,878,740	3,841,096	12,719,836	3,586,346	12,540,793			4,911,000	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	600,000	2,770,000			170,130	2,416,865
Commercial Space	5,799,000	0	0	-	5,759,548	5,799,000	-	2,000	2,000	170,000	1,475,000			347,000	5,759,548
Total East Renfrewshire	67,157,824	9,254,984	8,180,064	44,000,000	49,683,324	49,722,776	22,264,680	9,873,096	32,137,776	17,642,346	45,189,733	20,296,991	-	32,826,130	43,738,849
Glasgow Canal and North (Sighthill)	197,611,253	20,290,000	77,878,000	83,690,000	99,400,872	99,443,253	91,680,253	603,747	92,284,000	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	7,358,000	39,249,000	18,238,000	89,999,000			55,014,000	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	2,199,000	60,619,000	3,988,000	76,800,000			63,917,564	105,556,310
Glasgow Collegelands	31,183,000	4,183,000	0	27,000,000	27,000,000	27,000,000	8,061,000	550,000	8,611,000	1,349,000	15,009,000			6,488,000	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	74,000	35,469,000	2,016,000	39,460,000			36,041,000	34,699,271
Commercial Space	20,563,000	4,638,148	0	-	15,924,564	15,924,852	-	-	-	-	6,121,389			955,000	15,924,564
Total Glasgow	575,488,253	63,612,148	85,041,000	385,910,000	427,092,146	426,835,105	225,447,253	10,784,747	236,232,000	27,451,000	325,800,642	184,085,487	-	255,919,436	374,286,512
Inchgreen	9,770,000	43,000	0	9,427,000	9,727,000	9,727,000	9,727,000	-	9,727,000	-	9,727,000			9,727,000	8,396,015
Inchgreen Pase 2	3,044,622	0	0	-	3,044,622	3,044,622	-	-	-	-	1,794,492			-	3,044,622
Inverkip	4,150,000	0	0	3,777,000	4,150,000	4,150,000	570,000	3,517,000	4,087,000	3,580,000	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	-	10,236,000	202,000	10,438,000			10,438,000	10,438,000
Commercial Space	13,127,000	2,000,000	0	-	11,127,510	11,127,000	-	-	-	60,000	460,000			667,000	11,127,510
Total Inverclyde	50,229,622	11,743,000	0	27,418,000	38,487,132	38,486,622	20,533,000	3,517,000	24,050,000	3,842,000	26,569,492	14,282,350	-	24,982,000	36,588,286
North Lanarkshire A8/M8	6,479,000	0	0	12,587,000	6,634,316	6,479,000	759,000	149,000	908,000	262,000	4,342,000			1,199,000	5,726,516
North Lanarkshire Gartcosh/Glenboig	6,223,000	0	0	66,311,000	6,223,205	6,223,000	6,223,000	-	6,223,000	-	6,223,000			6,223,204	5,371,659
North Lanarkshire Pan Orbital Transport Corridor	276,174,602	0	105,126,000	93,565,000	170,893,081	171,048,602	49,527,000	2,536,000	52,063,000	6,831,000	62,465,000			67,401,826	149,053,615
Commercial Space	13,296,869	2,009,267	-	-	11,287,602	11,287,602	-	94,220	94,220	143,644	3,052,445			3,129,575	11,287,602
Total North Lanarkshire	302,173,471	2,009,267	105,126,000	172,463,000	195,038,204	195,038,204	56,509,000	2,779,220	59,288,220	7,236,644	76,082,445	48,226,254	-	77,953,605	171,439,392
Renfrewshire CWRR	117,748,807	1,791,000	16,834,000	78,290,000	99,123,807	99,123,807	99,123,807	-	807	99,123,000	99,123,807			99,123,807	86,721,715
Renfrewshire GAIAR	48,066,000	5,317,000	3,700,000	51,395,000	39,049,000	39,049,000	39,049,000	-	39,049,000	-	39,049,000			39,049,000	33,705,767
Commercial Space	12,187,807	3,700,000	0	-	8,487,807	8,487,807	-	-	-	13,000	4,300,807			509,000	8,487,807
Total Renfrewshire	178,002,614	10,808,000	20,534,000	129,685,000	146,660,614	146,660,614	138,172,807	-	807	138,172,000	142,473,614	88,796,460	-	138,681,807	128,915,289
	0														
South Lanarkshire Cathkin Relief Road	16,000,168	0	0	21,628,457	16,028,457	16,000,168	15,684,667	36,570	15,721,237	315,501	16,000,168			16,028,000	13,835,218
South Lanarkshire Council Community Growth Areas	124,154,433	37,713,669	26,972,670	62,300,000	58,970,000	59,468,094	32,458,976	3,654,088	36,113,064	19,116,198	57,822,470			36,727,000	50,900,895
South Lanarkshire Greenhills	35,950,000	2,520,000	1,400,000	23,088,011	32,018,011	32,030,000	32,030,000	-	32,030,000	-	32,030,000			32,018,000	27,636,856
South Lanarkshire Stewartfield Way	30,000,000	0	0	62,212,230	30,012,230	30,000,000	1,002,258	20,547	1,022,805	175,000	7,877,258			4,705,500	25,905,535
East Kilbride Town Centre	50,300,000	0	7,024,081	-	43,275,919	43,275,919	225,905	558,610	784,515	2,117,000	14,084,000			3,220,000	38,869,862
Commercial Space	20,438,919	9,363,000	0	-	11,075,919	11,075,919	-	-	-	350,000	6,450,000			-	11,075,919
Total South Lanarkshire	276,843,520	49,596,669	35,396,751	169,228,698	191,380,536	191,850,100	81,401,806	4,269,815	85,671,621	22,073,699	134,263,896	68,369,944	-	92,698,500	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	7,252,273	18,617,611	18,326,574	29,691,912			29,691,492	25,905,582
Commercial Space	1,825,842	0	0	-	1,825,842	1,825,842	-	-	-	-	1,825,842			-	1,825,842
Total West Dunbartonshire	48,757,998	-	17,240,244	27,897,000	31,548,684	31,517,754	11,365,338	7,252,273	18,617,611	18,326,574	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	-	2,933,550	-	2,933,550	2,933,550	-	2,933,550	2,933,550
Clyde Metro	12,375,000	160,000	0	-	12,215,450	12,215,000	994,000	964,000	1,958,000	3,464,000	8,841,000	994,290	-	12,215,450	12,215,450
New Regional Project(s)	0	0	0	-	-	-	-	-	-	-	-			-	-
Inflation Fund Projects	0	0	0	-	-	-	-	-	-	-	-			-	-
EDC - Place and Growth	45,173,965	826,000	7,500,000	30,000,000	36,844,482	36,847,965	6,201,314	2,378,772	8,580,086	2,650,101	25,557,996			12,524,660	31,963,482
Commercial Space	1,963,482	0	0	-	1,963,482	1,963,482	-	18,770	18,770	18,770	283,479			117,000	1,963,482
Total East Dunbartonshire	47,137,447	826,000	7,500,000	30,000,000	38,807,964	38,811,447	6,201,314	2,397,542	8,598,856	2,668,871	25,841,475	5,801,993	0	12,641,660	33,926,964
TOTAL INFRASTRUCTURE	1,561,099,299	148,010,068	279,018,059	1,130,895,698	1,133,847,604	1,134,071,172	565,822,748	41,836,886	607,659,634	102,718,134	819,513,601	445,000,000	15,000,000	680,543,630	1,000,000,001

Appendix 8: GRANT CLAIMS AND APPROVED FUNDING VS TOTAL AVAILABLE FUNDING AT QUARTER 3 2025/26

Infrastructure Authority/Project	Projected Cumulative Spend £	Cumulative Projected Spend to Close 2025/26 £	Grant Allocation Cumulative to Date £	Previous Years Total Claim £	Q1 Claim to end June 2025 £	Q2 Claim to end Sept 2025 £	Q3 Claim to end Dec 2025 £	Q4 Claim to end Mar 2026 £	Total Claim 2025/26 £	Cumulative to Current Quarter Grant Claim £	Total Funding Permitted from Approved Business Cases £	Total Funding Available from City Deal Government Grants £
ERC M77 Strategic Corridor	-	-		23,411,743	1,838,990	4,481,916	7,632,607	-	13,953,513	37,365,256	32,479,130	
Enabling Commercial Spaces Project	5,799,000	1,475,000		-	-	-	-	-	-	-	347,000	
Total East Renfrewshire	5,799,000	1,475,000	20,296,991	23,411,743	1,838,990	4,481,916	7,632,607	-	13,953,513	37,365,256	32,826,130	43,738,849
Glasgow Canal and North	99,443,253	98,411,253		91,664,636	323,402	246,128	49,394	-	618,924	92,283,560	93,503,872	
Glasgow City Centre	123,425,000	89,999,000		31,065,547	2,374,817	2,791,829	3,564,976	-	8,731,622	39,797,169	55,014,000	
Glasgow Clyde and Waterfront	120,884,000	76,800,000		58,149,626	601,695	480,016	1,207,234	-	2,288,945	60,438,571	63,917,564	
Glasgow Collegelands	27,000,000	15,009,000		8,041,094	315,620	116,769	85,896	-	518,285	8,559,379	6,488,000	
Glasgow MGSDP	40,158,000	39,460,000		35,320,562	74,726	32,637	6,887	-	114,250	35,434,812	36,041,000	
Enabling Commercial Spaces Project	15,924,852	6,121,389		-	-	-	-	-	-	-	955,000	
Total Glasgow	426,835,105	325,800,642	184,085,487	224,241,465	3,690,260	3,667,379	4,914,387	-	12,272,026	236,513,491	255,919,436	374,286,512
Inchgreen	9,727,000	9,727,000		8,365,220	30,795	-	-	-	30,795	8,396,015	9,727,000	
Inchgreen Ph2	3,044,622	1,794,492		-	-	-	-	-	-	-	-	
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	
Ocean Terminal	10,438,000	10,438,000		10,251,287	2,888	-	75	-	2,963	10,254,250	10,438,000	
Enabling Commercial Spaces Project	11,127,000	460,000		-	-	-	-	-	-	-	667,000	
Total Inverclyde	38,486,622	26,569,492	14,282,350	19,186,862	1,149,496	1,515,650	380,396	-	3,045,542	22,232,404	24,982,000	36,588,286
North Lanarkshire A8/M8	6,479,000	4,342,000		758,467	56,614	77,472	15,081	-	149,167	907,634	1,199,000	
North Lanarkshire Gartcosh/Glenboig	6,223,000	6,223,000		5,351,956	19,703	-	-	-	19,703	5,371,659	6,223,204	
North Lanarkshire Pan Orbital Transport Corridor	159,761,000	62,465,000		49,006,407	708,550	691,463	1,140,443	-	2,540,456	51,546,863	67,401,826	
Enabling Commercial Spaces Project	11,287,602	3,052,445		-	-	39,977	54,243	-	94,220	94,220	3,129,575	
Total North Lanark	183,750,602	76,082,445	48,226,254	55,116,830	784,867	808,912	1,209,767	-	2,803,546	57,920,376	77,953,605	171,439,391
Renfrewshire CWRR	99,123,807	99,123,807		78,283,336	8,487,807	-	-	-	8,487,807	86,771,143	99,123,807	
Renfrewshire GAIAR	39,049,000	39,049,000		33,727,062	70,724	-	-	-	70,724	33,656,338	39,049,000	
Enabling Commercial Spaces Project	8,487,807	4,300,807		-	-	-	-	-	-	-	509,000	
Total Renfrewshire	146,660,614	142,473,614	88,796,460	112,010,398	8,417,083	-	-	-	8,417,083	120,427,481	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	
South Lanarkshire Council Community Growth Areas	59,468,094	57,822,470		30,804,073	250,920	3,591,460	536,629	-	4,379,009	35,183,082	36,727,000	
South Lanarkshire Greenhills	32,030,000	32,030,000		32,030,000	-	-	4,393,144	-	4,393,144	27,636,856	32,018,000	
South Lanarkshire Stewartfield Way	30,000,000	7,877,258		907,404	94,855	4,635	15,912	-	115,402	1,022,806	4,705,500	
South Lanarkshire East Kilbride Town Centre	32,200,000	14,084,000		-	-	-	797,015	-	797,015	797,015	3,220,000	
Enabling Commercial Spaces Project	11,075,919	6,450,000		-	-	-	-	-	-	-	-	
Total South Lanarkshire	180,774,181	134,263,896	68,369,944	79,196,660	370,218	3,618,637	4,710,538	-	721,683	78,474,977	92,698,500	168,224,286
West Dunbartonshire -EXXON	29,691,912	29,691,912		11,365,863	1,949,762	5,301,985	4,828,487	-	12,080,234	23,446,097	29,691,492	
Enabling Commercial Spaces Project	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	-	12,080,234	23,446,097	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	38,811,447	25,557,996		6,604,459	253,319	729,134	979,582	-	1,962,035	8,566,494	12,524,660	
Enabling Commercial Spaces Project	1,963,482	283,479		-	-	-	-	-	-	-	117,000	
Total East Dunbartonshire	40,774,929	25,841,475	5,801,993	6,604,459	253,319	729,134	979,582	-	1,962,035	8,566,494	12,641,660	33,926,964
TOTAL INFRASTRUCTURE	1,069,747,357	775,798,868	445,000,000	535,020,322	18,454,187	20,385,420	15,978,197	-	54,817,805	589,838,127	680,543,630	1,000,000,000

Appendix 9: PMO BUDGET AS AT PERIOD ENDED 12 DECEMBER 2025

Title	Original Approved Budget 2025/26	Actual Costs to Period 10	Probable Outturn 25/26	Budget Variance
Total PMO Salary Costs	2,633,025	1,752,418	2,724,279	91,255
Third Party Costs	66,678	472,783	2,501,468	2,496,108
Internal Audit Fees	23,999	7,239	23,999	0
External Audit	14,679	850	14,679	0
Marketing	10,000	3,318	10,000	0
Intelligence Hub:	15,000	39,836	39,836	24,836
GAMS software (£3k p.a)	3,000		3,000	0
EVIF	0	137,907	137,907	199,225
5GIR costs	0	232,078	1,899,341	1,899,341
Clyde Mission	0	17,726	17,726	17,726
Innovation Accelerator	0		287,083	287,083
Investment Zone	0		0	0
Utilisation Credit Recharge	0	31,496	31,496	31,496
Health Foundation / Regional SPF	0	2,333	36,400	36,400
Others	108,300	138,214	143,839	35,539
Provisions	2,000	0	2,000	0
Supplies	2,000	-136	-136	-2,136
ClydePlan	0	39,492	39,492	39,492
Sniffer for Climate Ready Clyde	88,000	88,000	88,000	0
Teomach (Widcat Applic's) - Cenefits licences	4,800	3,200	4,800	0
CITB Labour Market Tool (not used 23/24)	3,500		0	-3,500
Meetings, Workshops and Catering	2,000	3,584	3,584	1,584
Place Costs		100	100	100
Training	6,000	3,975	6,000	0
Total PMO, Intelligence Hub and Portfolio Development Actual and Projected Spend	2,808,003	2,363,416	5,369,585	2,622,902
Funding				
Health Foundation funding b/fwd from 24/25	£0	(£16,894)	(£16,894)	(£16,894)
SPF Regional Projects funding b/fwd from 24/25	£0	(£19,506)	(£19,506)	(£19,506)
5GIR funding b/fwd from 24/25	£0	0	0	0
Clyde Mission Funding brought forward from 24/25	£0	(£3,609)	(£17,726)	(£17,726)
Innovation Accelerator brought forward from 24/25	£0	(£287,083)	(£287,083)	(£287,083)
5GIR Grant and funding 25/26	£0	(£1,997,369)	(£1,997,369)	(£1,997,369)
SiPHER funding	(£53,184)		£0	£53,184
ClydePlan funding	£0	(£12,089)	(£12,089)	(£12,089)
Clyde Mission	(£106,420)		(£106,420)	£0
EVIF Grant	£0		£0	£0
Investment Zone Funding	(£63,976)		(£63,976)	£0
Clydeplan funding of staff	(£676,599)		(£560,950)	£115,649
Climate Ready Clyde from MA's 25/26	(£88,000)		(£88,000)	£0
Funding from Member Authorities 25/26	(£1,347,438)	(£591,571)	(£1,347,438)	£0
Total Funding	(£2,335,617)	(£2,928,121)	(£4,517,452)	(£2,181,835)
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 7			852,133.50	
Anticipated Net (Surplus)/Deficit Carried Forward at 31/3/26			(2,103,981.73)	

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

Actions	Level	Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES	1	RES_1	City Deal Programme	Deliver key project milestones as set out within City Deal Annual Implementation Plan	April 2024-March 2025	Jane Thompson	Head of GCR PMO	Of the City Deal's 22 Projects: no project is reported Red status; 1/22 is fully Complete - Gartcosh/Glenboig Community Growth Area Project; 0/22 are reporting at Amber status; and 21/22 are reporting at Green. All Strategic Business Cases (20) , Outline Business Cases (30) and Strategic Outline Programme Business Cases (1) are now complete. 67 of 119 Full Business Cases are now complete.	Green	26/01/2026
RES	1	RES_2	Innovation Programme	Deliver Innovation Accelerator Programme	Mar-26	Andrew Robertson	Intelligence Hub Manager	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	Green	26/01/2026
RES	1	RES_3	Innovation Programme	Deliver the Innovation Action Plan (Ecosystem, Identity, Assets & Infrastructure, Skills, Inclusion)	Ongoing	Andrew Robertson	Intelligence Hub Manager	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 is progressing well and Byres Road Public Realm works have commenced. 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. 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	Green	26/01/2026
RES	1	RES_4	Innovation Programme	Deliver the benefits of the City Deal Innovation Projects: Continued delivery and benefits realisation (ICE, AMIDs, CWWEIQ)	Ongoing	Jane Thompson	Head of GCR PMO	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 is now open and Byres Road Public Realm Phase 1 works are substantially complete. 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 convene workshop Jan 2026 with key stakeholders to identify barriers and solutions to attracting follow-on investment.	Green	26/01/2026
RES	1	RES_5	Innovation Programme	Develop Local Authority Economic Baselines and Specialisms to support local strategies and LDPs.	Dec-25	Andrew Robertson	Intelligence Hub Manager	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	1	RES_6	Innovation Programme	Develop profiles on GCR's Economic Clusters	Jun-27	Andrew Robertson	Intelligence Hub Manager	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

Actions	Level	Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES	1	RES_7	Investment Programme	Develop Proposal for GCR Investment Zone	Dec-25	Mike McNally	Head of Regional Economic Delivery	<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.</p> <p>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.</p> <p>Renfrewshire Council have also commission KPMG to provide advice and guidance on the development of the proposed Tax Site.</p> <p>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	1	RES_8	Investment Programme	Deliver GCR Investment Zone	Mar-35	Mike McNally	Head of Regional Economic Delivery	<p>Annual Delivery Plan and Change Request submitted Dec 25. Outstanding actions for Government before GCR receive year 1 grant 25/26 - 1. Signed NDRR MoU by each of the four Member Authorities and GCC as Accountable Body (awaiting SLC signature before submission to Govt) and 2. Tax Site Management Framework, Draft submitted to Govt Jan 26.</p> <p>Tax Site Laid in Parliament 8th December 2025 – Tax Site expected to go LIVE 26th February 2026. Planning underway for wider stakeholder workshop regarding Investment and Promotion of IZ – end of Feb 2026</p> <p>Annual Delivery Plan and Change Control Approved by Government February 2026</p> <p>Revenue Grant received 25th February 2026</p> <p>Capital Grant expected 12th March 2026</p> <p>Additional Skills Grant expected 31st March 2026</p> <p>Tax Site went LIVE 25th February 2026 - Formal Government Announcement expected 12th March 2026</p> <p>Investment Promotion Partnership Workshop held on 25th February with MAs, both Governments, public bodies, academia, industry and Investment Zone projects</p>	Green	03/03/2026

Actions	Level	Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES	1	RES_9	Investment Programme	Submitted and Approved Business Cases for Investment Zone	Mar-29	Mike McNally	Head of Regional Economic Delivery	<p>Laser Supply Chain and Advanced Packaging submitted OBC Nov 25 and redraft 5th Jan 26. Feedback provided 12th Jan 26 Neuranics Submitted FBC 19th Dec 25. Feedback provided 13th Jan 26 Tax Site – expecting to submit FBC Feb 26 Skyrora – expecting to submit FBC Feb 26 Prism, Malin and NCASP – expecting to submit OBC April 2026 Some projects will produce phased FBCs. All projects will submit an FBC over the next 12 months.</p> <p>Laser Supply Chain and Advanced Packaging OBC approved at CEG 12th February 2026 Neuranics re-submitted FBC 27th February 2026. Appraisal ongoing NCASP re-submitted OBC 27th February 2026. Appraisal ongoing Tax Site – expecting to submit FBC March 26 Skyrora – expecting to submit FBC March 26 Prism, Malin expecting to submit OBC April 2026 Some projects will produce phased FBCs. All projects will submit an FBC over the next 12 months.</p>	Green	03/03/2026
RES	1	RES_10	Clyde Mission	Develop a Strategic Masterplan for Clyde Mission	Jul-26	Ross Nimmo	Head of Place	<p>Following a competitive tender exercise, a multidisciplinary consultancy has been appointed to facilitate the development of the Clyde Mission Strategic Masterplan, including a route map to progress the initiative and an accompanying business case demonstrating feasibility. The work will include the development of a prioritised long list of projects for delivery across the strategic themes, signature locations and priority actions, forming a long-term programme of activity and investment. The Clyde Mission Strategic Masterplan development has commenced and the engagement strategy is being implemented. Comprehensive engagement with a wide range of stakeholders will be coordinated across the member authorities by the Short-Term Working Group. The draft Masterplan and the outcomes of the consultation will be finalised by the end of March 2026, and will identify priorities across the strategic themes, signature locations and priority actions.</p>	Green	03/03/2026
RES	1	RES_11	Clyde Mission	Design the Heat Decarbonisation Fund scheme	Nov-25	Ross Nimmo	Head of Place	<p>The Clyde Mission Heat Decarbonisation Fund (CM-HDF) was launched on 10 December 2025 following a successful scheme design process.</p>	Complete	20/01/2026
RES	1	RES_12	Clyde Mission	Deliver the Heat Decarbonisation Fund	Mar-29	Ross Nimmo	Head of Place	<p>The Clyde Mission Heat Decarbonisation Fund (CM-HDF) was launched on 10 December 2025. It is open to applicants, with submission deadlines in 2026 set for 27 February, 26 June and 25 November. 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. An independent assessment panel will evaluate applications, drawing on advice from the specialist heat-decarbonisation adviser and receiving operational support from the GCR PMO team for high-value construction projects. Authority to approve grant recommendations within the approved FY 2026/27 budget envelope has been delegated to the Chief Executives' Group (CEG) and formally ratified. The associated subsidy scheme is being developed to meet the requirements of the UK Subsidy Control legislation</p>	Green	03/03/2026
RES	1	RES_13	Sustainable City Region Programme	Deliver the Green Network Blueprint	Ongoing	Ross Nimmo	Head of Place	<p>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".</p>	Green	20/01/2026
RES	1	RES_14	Sustainable City Region Programme	Support the delivery of Clyde Climate Forest	Ongoing	Ross Nimmo	Head of Place	<p>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.</p>	Green	20/01/2026

Actions	Level	Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES	1	RES_15	Sustainable City Region Programme	Progress the Glasgow City Region Climate Adaptation Strategy Action Plan	Ongoing	Ross Nimmo	Head of Place	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.	Green	20/01/2026
RES	1	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	Jane Thompson/Ross Nimmo	Head of GCR PMO	The Head of the GCR PMO, Intelligence Hub Manager, and Head of Place are members of the Local Authority Senior Officers' Group that will provide ongoing support to the Clyde Metro Project Team. A detailed progress report on the project was presented to the CEG on 24 October 2024 and set out an updated milestone for completion of the Case for Change to February 2027. 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. Proposals for changes to the Metro governance arrangements are to be considered by the 5 March 2026 Cabinet.	Green	29/01/2026
RES	1	RES_17	Housing Retrofit Programme	Deliver the GCR Regional Retrofit Strategy	Feb-28	Julie Robertson	GCR Programme Manager	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 will go to Regional Partnership and Cabinet giving an update a year on from the publishing of the Regional Retrofit Strategy.	Green	05/01/2026
RES	1	RES_18	Housing Retrofit Programme	Support MAs and Partners to Engage on Domestic Retrofit (e.g. Retrofit Awareness Week).	Feb-25	Julie Robertson	GCR Programme Manager	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	1	RES_19	Housing Retrofit Programme	Improve use of Existing Retrofit Funding (EES: ABs)	Jun-26	Julie Robertson	GCR Programme Manager	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 will be included in the update report to Regional Partnership and Cabinet in Feb/March 26.	Green	05/01/2026

Actions	Level	Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES	1	RES_20	Housing Retrofit Programme	Deliver the 5G Innovation Region (Smart and Connected Social Places) - Net Zero Sensors and Metrics Project	Mar-25	Andrew Robertson	Intelligence Hub Manager	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	1	RES_21	Future Skills Programme	Improve & develop GCR Employer Engagement arrangements.	Ongoing	Mike McNally	Head of Regional Economic Delivery	To support the work of the Regional Skills Devolution Group (RSDG), officers from the PMO are working with a number of strategic partners including; the Glasgow Economic Leadership (GEL) and the Glasgow Chamber of Commerce, to develop a more effective approach to employer engagement - with the express purpose of future skills planning. Actions may include the broadening out of the existing Glasgow Employment & Skills Board and linking in with Glasgow City Council on their developing methodology for Employer Engagement, supported by the Centre for Civic Innovation. The CCI will host a session with partners to develop design methodology around employer engagement. In addition, the initial focus of Employer Engagement will be towards the four priority sectors identified by the RSDG; Maritime, Heat Decarbonisation, Local Government and the Investment Zone. Work already taken forward will support the design and development of employer engagement in relation to GCR as a Living Wage Place, the Foundational Economy Pilot and the Good Employment Charter. These three interventions will now be taken forward as a programme by the GCR PMO. Work on Employer engagement is being taken forward at an individual project level: Foundational Economy (Childcare), Maritime Skills, Living Wage Place and the Investment Zone.	Green	28/10/2025
RES	1	RES_22	Future Skills Programme	Deliver the Local Government Skills Project, including for planning roles and scoping a wider programme of activity.	Ongoing	Mike McNally	Head of Regional Economic Delivery	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. 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. 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 whittaker (NLC) along with the GCR PMO. 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 Seniou phase school pupils. North Lanarkshire council are in discussions in the hopes of piloting an internship programme in 2026.	Green	19/01/2026
RES	1	RES_23	Future Skills Programme	Heat Decarbonisation Skills: Map provision and estimate upskilling requirements	Dec-25	Mike McNally	Head of Regional Economic Delivery	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

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RES	1	RES_24	Future Skills Programme	Maritime: Measure Apprenticeship demand and recommendations from Rand Report	Mar-27	Mike McNally	Head of Regional Economic Delivery	<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. SDS are now working with partners to determine next steps - this will include the GCR PMO.</p> <p>As per the recommendation within the RAND report an industry led 'WORC' group has been established. The WORC group will guide 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 working 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 proposals, which will allow a programme of skills improvement to be developed.</p>	Green	19/01/2026
RES	1	RES_25	Future Skills Programme	Regional Skills Devolution Group: work to progress the proposals to devolve skills decisions to GCR.	Mar-26	Mike McNally	Head of Regional Economic Delivery	<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. 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 is being 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.</p>	Green	19/01/2026
RES	1	RES_26	Future Skills Programme	Develop skills programmes to support the Investment Zone and Innovation Action Plan	Mar-26	Mike McNally	Head of Regional Economic Delivery	<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>	Green	05/01/2026
RES	1	RES_27	Future Skills Programme	Skills analysis: develop a methodology for looking at	Jun-26	Andrew Robertson	Intelligence Hub Manager	<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</p>	Amber	26/01/2026

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				future skills needs of different sectors						
RES	1	RES_28	Future Skills Programme	Support the delivery of the Multiply Programme	Mar-25	Colette Keaveny	Communication and Marketing Manager	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 an 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 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.	Complete	24/04/2025
RES	1	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	Val McNeice	GCR PMO, NHS GGC and Lanarkshire	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.	Green	15/01/2026
RES	1	RES_30	Economy and Health Programme	Secure accreditation with Living Wage Scotland to make GCR a Living Wage Place	Nov-27	Val McNeice	GCR PMO	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 accreditation 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.	Green	15/01/2026

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RES	1	RES_31	Economy and Health Programme	Establish and embed a GCR Good Employment Charter	Jun-26	Val McNeice	GCR PMO, NHS GGC and Lanarkshire	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	15/01/2026
RES	1	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	Sonia Milne	GCR PMO, Public Health Scotland and Glasgow Centre for Population and Health.	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	1	RES_33	Economy and Health Programme	Evaluate 'Economies for Healthier Lives' project	Jun-25	Val McNeice	GCR PMO, Glasgow Centre for Population Health	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
RES	1	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	Val McNeice	GCR PMO, Anchor Network members	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	1	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	Val McNeice	GCR PMO, Anchor Network members	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.	Green	15/01/2026
RES	1	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	Val McNeice	GCR PMO, Anchor Network members	Contract with Good Economy commenced 12 January 2026. Taking Place Based Impact Investing approach to investment landscape in GCR. Stakeholder workshop to be held (Feb 26) and report expected by end March. Progress of CWB Bill through Parliament highlighting need for clarity on 'finance' pillar and possibilities for local authorities/regions in this area.	Green	15/01/2026

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RES	1	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	Christina Kopanou	Intelligence Hub Principal Economist	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	1	RES_38	Inclusive Economy Programme	Deliver the 5G Innovation Region business cases for all programme elements: <ul style="list-style-type: none"> • Smart Social Assets • Connected Care and Wellbeing • Data Aggregation and Business Intelligence • GCR Connectivity Assessment 	Mar-26	Andrew Robertson	Intelligence Hub Manager	The scope for next phase of work for 5G Innovation Region is being finalised and partners for the project include - Glasgow HSCP, North Lanarkshire HSCP, South Lanarkshire HSCP, Inverclyde HSCP, North Lanarkshire Housing team, Build and Barrhead Housing Associations. Key for this year is implementation and showcasing benefits for scaling up delivery. The work continues to be delivered in line with the extended programme.	Green	26/01/2026
RES	1	RES_39	Green Business Support Programme	Deliver a package of Green Business Support to businesses in GCR.	Mar-25	Mike McNally	Head of Regional Economic Delivery	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. 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. 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.	Complete	30/04/2025
RES	1	RES_40	Green Business Support Programme	ExtendPlus delivery: 500 Carbon Baseline Assessments to GCR businesses.	Mar-25	Julie Robertson	GCR Programme Manager	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	Complete	29/04/2025

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								ExtendPLUS project concluded on 31 March, delivering a total of 288 Carbon Baseline Reports across GCR.		
RES	1	RES_41	Green Business Support Programme	Review Green Business Support arrangements (Q3 2024/25).	Mar-25	Mike McNally	Head of Regional Economic Delivery	As per the action for RES_37 Green Business Support arrangements will considered as part of the evaluation(s) referenced under RES_37. 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.	Complete	30/04/2025
RES	1	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	Julie Robertson	GCR Programme Manager	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.	Green	05/01/2026
RES	1	RES_43	Electric Vehicle Charging Infrastructure Programme	Plan for future EVCI collaboration arrangements over medium to longer term.	Aug-26	Julie Robertson	GCR Programme Manager	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 is recruiting a Contract Manager that will be in post in the coming weeks.	Green	05/01/2026
RES	1	RES_44	Commercial Land and Property Programme	Complete VDL OBC & FBC (inc. Ryden report, updated economic assessment, recommendations)	Mar-26	Paul Kilby	Regional Partnership Manager	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 will be updated by the GCR PMO to incorporate ownership information.	Green	29/01/2026
RES	1	RES_45	Commercial Land and Property Programme	Complete Commercial Assessment of the VDL Priority Sites	Dec-24	Paul Kilby	Regional Partnership Manager	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	1	RES_46	Commercial Land and Property Programme	Deliver V&DL Business Case recommendations.	TBC	Paul Kilby	Regional Partnership Manager	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	1	RES_47	Commercial Land and Property Programme	Scope and develop Regional Commercial Property & Land Project	Mar-26	Paul Kilby	Regional Partnership Manager	Members of the GCR Regional Team have supported Inverclyde Council in the further development of their Expression of Interest for funding for a regional project through the City Deal Reprogramming process. It was agreed by the Chief Executives' Group on 5/9/24 that the PMO would support the development of a business case for the Enabling and Developing Commercial Space project, independent of the outcome of the City Deal Reprogramming Exercise. Consultants Ryden have been engaged to support the project and work will continue to develop the business case which will be brought back to CEG and Cabinet in February 2025. 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.	Green	29/01/2026

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RES	1	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	David Boyle	Principal Economist	The Intelligence Hub have continued working alongside colleagues from South Lanarkshire Council to develop a platform that analyses their ten strategic/town centres. The functionality of the platform is being trialled through the development socioeconomic dashboards. However, 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	06/01/2025
RES	1	RES_49	Commercial Land and Property Programme	Complete energy efficiency analysis of GCR commercial and industrial premises	Mar-25	Paul Kilby	Regional Partnership Manager	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	1	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	Andrew Robertson	Intelligence Hub Manager	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	26/01/2026
RES	1	RES_51	Inverclyde	Undertake a Business Engagement Exercise to understand the growth aspirations and barriers to growth of Inverclyde businesses.	TBC	Andrew Robertson	Intelligence Hub Manager	The Hub is developing a scope to be agreed with Inverclyde Council staff that will include outputs and delivery scheduled.	Green	26/01/2026
RES	1	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	Ross Nimmo	Head of Place	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. Clyde Mission Strategic Masterplan will be completed by July 26 and IC are part of the Short Term Working Group helping to oversee the strategic masterplan.	Green	20/01/2026
RES	1	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.	Apr-26	Mike McNally	Head of Regional Economic Delivery	As per RES 22, 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 cohort of Production Operatives @ BAE resulted in 11 long-term unemployed individuals securing permanent employment.	Green	28/10/2025
RES	1	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	Val McNeice	GCR PMO	The PMO and Hub work are working 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. When 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 from February 2026.	Green	20/01/2026

Actions	Level	Ref No	Name	Action	Approved Timescale	Project Sponsor	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES	1	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	Paul Kilby	Regional Partnership Manager	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	29/01/2026

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

Level	Ref No	Name	Action	Approved Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
1	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	Legacy Officer	<i>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. The review of the Community Benefit Menu has now been completed, including a 50% increase in community benefit targets to be secured through contracts, alongside a standardised methodology for calculating points values. This revised approach has been approved by the Procurement Support Group (PSG) and is now embedded within procurement activity across the region. Governance and continuous improvement arrangements remain in place. Procurement lessons learned continue to be monitored as a standing item at PSG, with summary updates provided to the Lead Officers Group (LOG). A regional lessons learned log is maintained to inform ongoing refinements to procurement practice. A full review of the Buyers' and Suppliers' Guides has been completed, and updated Guides were issued in December 2024 to reflect revised community benefit processes, governance arrangements and good practice. 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.</i>	Green	26/01/2026
1	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. Four councils are live on the system (<i>including Glasgow's HSCP</i>) and great progress is being made with over 200 community groups registered and over 60 Requests delivered. Phase 2 is now underway with the University of Strathclyde onboarded as our first stakeholder organisation. <i>Engagement is underway with further organisations including DWP, University of the West of Scotland and CMAL.</i> 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. <i>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.</i>	Green	29/01/2026
1	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. <i>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 Q4 Regional Performance Report.</i>	Green	29/01/2026
1	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 / Legacy Officer	<i>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.</i>	Green	26/01/2026
1	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 Mar 2025 .	Green	29/01/2026
1	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
1	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	Green	19/01/2026
1	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
1	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

Level	Ref No	Name	Action	Approved Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
1	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
1	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, 3 rd Quarter complete	Green	19/01/2026
1	CD-GOV_12	Finance	Developing PMO budget for 2026/27	01/03/2026	Finance Manager	Completed	Complete	19/01/2026
1	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 and Q3	Green	19/01/2026
1	CD-GOV_14	Finance	Processing quarterly grant claims	Quarterly	Finance Manager	Complete for Q1, Q2 and Q3	Green	19/01/2026
1	CD-GOV_15	Finance	Developing 5-year, annual and quarterly spend projections	Quarterly	Finance Manager	Obtained from Project Status Reports	Green	19/01/2026
1	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	Green	19/01/2026
1	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
1	CD-GOV_18	Audit	Audit Support Group meets	Ongoing	Internal Audit	June 2025 and January 2026 meetings held	Green	19/01/2026
1	CD-GOV_19	Audit	Assurance audit report - Fair Work First – Real Living Wage	31/03/2026	Internal Audit	ToR determined and audit field work complete. Report provided for GCR PMO Review	Green	19/01/2026
1	CD-GOV_20	Audit	Assurance audit report - Investment Zones	31/03/2026	Internal Audit	ToR agreed	Green	19/01/2026
1	CD-GOV_21	Audit	Assurance audit report - Clyde Mission Heat Decarbonisation	31/03/2026	Internal Audit	ToR agreed	Green	19/01/2026
1	CD-GOV_22	Audit	Assurance audit report - Follow Up Audit and officer support	31/03/2026	Internal Audit		Future	19/01/2026
1	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	20/01/2026
1	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 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). Future planned media releases include the launch of the Clyde Mission masterplanning exercise (January) and the open call for the LPIF infrastructure stream.	Green	20/01/2026
1	CD-GOV_25	Governance	Update the Assurance Framework	31/03/2026	Head of Programme Management Office	Proposed updates to Assurance Framework agreed by May 2026 Cabinet.	Future	24/07/2025
1	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	20/01/2026

Level	Ref No	Name	Action	Approved Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
1	CD-GOV_27	Governance	Develop the Annual Performance Report (April 2025 – March 2026)	11/07/2026	Communication and Marketing Manager	The 2024/25 APR was approved at August 2025 Cabinet. A media release was issued and shared with council comms leads with an ask for local comms activities. Highlights of APR successes were also shared on social media. A further animation is being developed to bring the APR content to life and showcase successes in the past year. A schedule and outline content plan to be developed for the 2025/26 APR.	Future	20/01/2026
1	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	20/01/2026
1	CD-GOV_29	Governance	Maintain Programme Risk Register and Issues Log	Ongoing	CD Programme Manager	Risk Register and Issues Log continue to be updated on a monthly basis. Circulating Risk Register and Issues Log to the Support Groups' Chairs for their information and comment.	Green	26/01/2026
1	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	26/01/2026
1	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	26/01/2026
1	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.	Green	26/01/2026
1	CD-GOV_33	Governance	Business Cases Approved	Ongoing	CD Programme Manager	Business Cases Approved <u>in period</u> - GCC: EIIPR - Stockwell Street FBC - NLC: ECS - Ravenscraig Ph.1 - GCC: CWWEIQ - DDF CWIC Business Cases Approved <u>Last Quarter</u> No business cases approved last quarter	Complete	20/01/2026
1	CD-GOV_34	Governance	Business Cases Submitted	Ongoing	CD Programme Manager	Business Cases Submitted in Quarter and under appraisal: - 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	Green	20/01/2026
1	CD-GOV_35	Governance	Delayed Business Cases	Ongoing	CD Programme Manager	Business Cases that have <u>missed their submission deadline</u> and are awaiting restatement: - GCC: EIIPR - Broomielaw/Clyde St FBC - SLC: Sustainable Transport Intervention FBC - SLC: Uddingston Grammar School FBC - SLC: ECS - Red Tree Labs (Shawfield Innovation Campus) FBC - SLC: ECS - Industrial Unit FBC	Amber	20/01/2026
1	CD-GOV_36	Governance	Future Business Cases	Ongoing	CD Programme Manager	Business cases to be submitted for <u>DREG approval / March 2026 CEG:</u> - GCC: CNG - Port Dundas: Dobbies Loan FBC - GCC: MGSDP - Eastern Springburn FBC - SLC: ECS - Cathcart Road FBC - SLC: Uddingston Grammar School FBC - SLC: St Andrews/St Brides High School FBC <u>Business cases to be submitted for May 2026 CEG:</u> - ERC: M77 Corridor - Balgray Visitor Facilities FBC - SLC: Larkhall CGA Merryton Roundabout & Link Road FBC - SLC: Larkhall CGA Community Facility (Larkhall Leisure Centre) FBC - RC: ECS - Tech Terrace AMIDS (New Build) FBC	Future	20/01/2026
1	CD-GOV_37	Governance	Delivery Confidence Review	Ongoing	CD Programme Manager	Delivery Confidence Review 2025 complete. The findings of this analysis were reported to Chief Executives' Group (CEG) 5 November 2025 and recommendations were approved at Nov 2025 Cabinet. December 2030 target for construction end date agreed (with exceptions for EALR and ECS Programme).	Complete	04/12/2025

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.