



**Glasgow City Region – City Deal Cabinet**

**Report by: Chief Executive, Strathclyde Partnership  
for Transport**

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**CLYDE METRO PROGRESS UPDATE**

**Purpose of Report:**

This report presents Cabinet with a progress update on the Clyde Metro Case for Investment stage following SPT adopting the lead role in October 2023.

**Recommendations:**

The Cabinet is invited to note the contents of this report.

## **1. Introduction**

- 1.1 The purpose of this report is to provide Cabinet with a progress update on the Clyde Metro Case for Investment (CFI) programme.

## **2. Background**

- 2.1 The Clyde Metro Programme Steering Group (PSG) consisting of the Chief Executives of the three partner organisations; Transport Scotland, Glasgow City Council and Strathclyde Partnership for Transport (SPT), met on 27 October 2023 where it was confirmed that the lead role for CFI development would move to SPT, working alongside Glasgow City Council on behalf of Glasgow City Region (GCR), with Transport Scotland in a project assurance role.
- 2.2 At its meeting on 6 December 2023, the GCR Chief Executives Group under its delegated authority from GCR Cabinet, approved allocation of the £12.155m business case funds from the Glasgow Airport Access Project to Glasgow City Council as the lead local authority, to support the development of Clyde Metro. Up to £6.5m of this allocation is available to SPT to support the delivery of CFI outputs. The remaining £5.655m is available to Glasgow City Council to support GCR local authority resource and spend profile developed in line with the Case for Investment programme. SPT has previously indicated additional funding support of up to £1.5m, subject to SPT Partnership approval and receipt of capital grant.
- 2.3 Glasgow City Council is responsible for holding and disbursing funds to support the Clyde Metro business case programme development, including entering into agreements with SPT (given its lead role and as the procuring organisation). Recognising GCR's role as funder, Glasgow City Council provides regular progress reports through GCR PMO structures on the timetable for development and monitoring progress of activity and spend.
- 2.4 The CFI will develop the programme-level business case and as such is an essential first step towards setting out the programme of projects which will make up the Clyde Metro over years to come. The CFI comprises of the following work packages:
- CFI Stage 1a - Case for Change and Initial Option Development
  - CFI Stage 1b – Client Advisory Services
  - Clyde Metro Framework
  - CFI Stage 2 – Programme Business Case

The CFI process will be informed by a range of workstreams including a Scottish Transport Appraisal Guidance (STAG) based appraisal, business case development, technical assessments, audit, assurance, statutory impact assessments as well as engagement and consultation with the public and key stakeholders.

## **3. Progress Update**

- 3.1 CFI Stage 1a – Case for Change & Initial Option Development:

Mott MacDonald Ltd was appointed in February 2024 to deliver CFI Stage 1a. With work due to conclude at the end of February 2025, the findings and feedback from stakeholder engagement will be used to inform the development of the CFI Stage 2 commissions.

Progress made to date is as follows:

### 3.1.1 Case for Change:

The Case for Change is one of the first steps within the wider CFI process, it being a key component of the Strategic Programme Business Case (PBC). The Case for Change provides a narrative of the:

- Challenges that the Glasgow City Region is currently experiencing
- Opportunities available to deliver better economic, environmental and social outcomes in the future
- 'Vision' for a transformed future, with the Clyde Metro programme integrated into a wider portfolio of complementary investment to deliver on national, regional, local and hyperlocal priorities; and
- 'Golden Thread' for the programme - and how transformational changes in connectivity and land use will address the current challenges and unlock opportunities for the future

The Case for Change builds on the extensive evidence base and rationale established through the Strategic Transport Projects Review 2 (STPR2), updating and regionalising / localising content as appropriate. It creates the Strategic Framework (Vision, Objectives and Outcomes) to take Clyde Metro forward, and identifies the key issues for the mass transit project to address.

The Case for Change is the first step in the wider CFI and confirms there is indeed a strong case for change in the Region's transport network via delivery of the Clyde Metro - identifying the economic, social and environment rationale for undertaking such an endeavour.

The Case for Change was presented to the Clyde Metro Programme Steering Group on 26 August 2024 and was approved subject to final comments. A summary document is attached at Appendix 1 and the full 165-page report will be made available via the [Clyde Metro microsite on the SPT webpage](#).

### 3.1.2 Initial Option Development:

The Strategic Framework from the Case for Change creates a coherent and firm basis to develop and assess a set of network options to address issues across the Region. Work is underway to develop a set of three potential network options/scenarios for comparison purposes, with variations on mode, locations served, interchange opportunity and integration with the existing public transport network. These three options will be taken forward for development, assessment and appraisal in subsequent stages of the CFI, with a view to identifying the optimum network for delivery later in the CFI process.

## 3.2 Stage 1b – Client Advisory Services:

Turner & Townsend was appointed in May 2024 to provide guidance and advice to help shape the delivery requirements for CFI Stage 2. This workstream focuses on a number of key tasks including:

- Organisational Design: Supporting delivery of the initial CFI stage, including recommendation of potential future organisational structure and operational model options.

- Programme Definition and Requirements: Developing a CFI Programme Plan and road map, creating a long-term Communication and Advocacy Strategy, and providing advice on the optimal integration of transport and transformation within the CFI.
- Development of a Communications and Advocacy Strategy: Identify strategic, political, non-technical, commercial, innovative and institutional stakeholders, identify a communications approach and inform a future engagement plan.

Final outputs will be delivered by the end of 2024, with the findings from the commission used to inform the best approach to CFI delivery.

### 3.3 Clyde Metro Framework:

In June 2024, the SPT Partnership Board approved the Clyde Metro Framework. This dedicated procurement framework will be used to deliver the CFI Stage 2 Programme Business Case.

Forty-three organisations across eight defined lots were appointed to the framework. A presentation detailing planned scopes, draft timelines and related indicative budgets for CFI Stage 2 was delivered to all framework members in August 2024.

### 3.4 Scoping for CFI Stage 2 Programme Business Case:

Scoping of work required for the CFI Stage 2 Programme Business Case is underway and will enable the commissioning of consultancy support across multiple work packages via the Clyde Metro Framework. The commissioning timetable for the first eight tenders is in development with SPT. The joint Clyde Metro project team roles will also be assigned to support tender evaluations and the managing of commission deliverables.

All contract awards will be approved by SPT through relevant committees or under officer delegated authority, depending on financial value.

### 3.5 Reprogramming Exercise:

CFI work has progressed at pace in line with the project partners' previously stated commitment that it be concluded by early 2026. Considerable progress in 9 months has been made. However, given the emerging scale of the scope of CFI Stage 2 work packages and workstreams, it is has become evident that the initial timeline is likely to be challenging whilst maintaining the high quality of technical work necessary for a programme of the magnitude of Clyde Metro.

Consequently, a revised CFI work programme and structure for delivery was developed by SPT to reflect these considerations, with it proposing that the time for completion of the CFI be extended into early 2027.

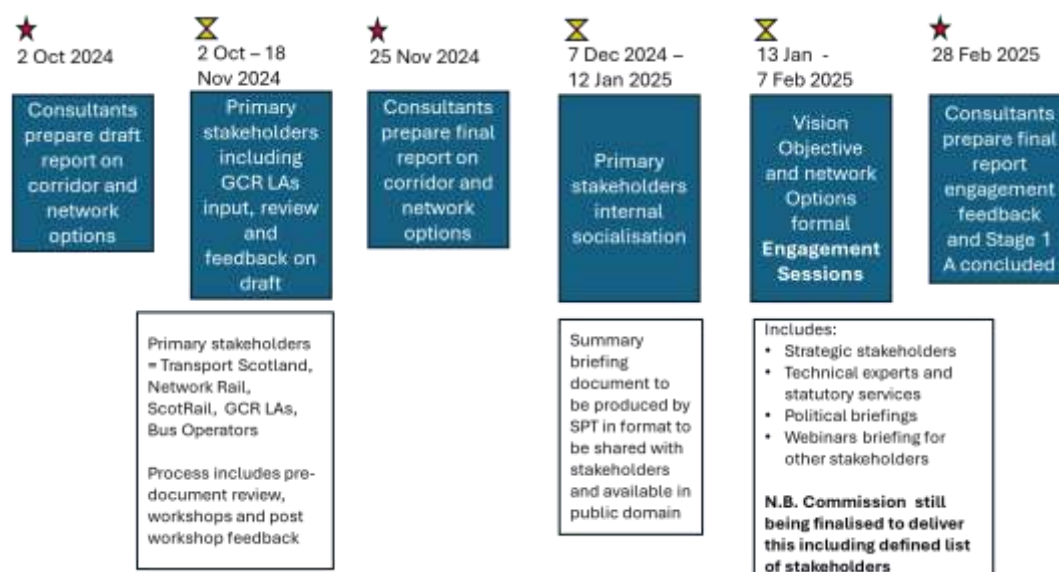
This was shared with the Programme Steering Group on 26 August 2024. A summary of key proposed commission milestones is outlined in the table below:

CFI Stage 1A: Case for Change & Initial Option Development Complete	February 2025
CFI Stage 2A: STAG Appraisal and related Technical Workstreams Complete	August 2026
CFI Stage 2B: SEA and Habitats Regulations Assessment Complete	February 2027
CFI Stage 2C: Non-Environmental Impact Assessments Complete	February 2027
CFI Stage 2D: Programme Business Case, Transformation and related Technical Workstreams Complete	February 2027
CFI Stage 2E: Programme Business Case Audit Complete	January 2027
CFI Stage 2F: Preliminary Engineering Statement Complete	February 2026
CFI Stage 2G: Land-use and Placemaking / Housing Assessment Technical Workstreams Complete	February 2027

<b>CFI Complete</b>	<b>February 2027</b>
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#### 4. Stakeholder Engagement

- 4.1 A Stakeholder Engagement and Consultation Strategy has been developed by SPT to provide an overarching approach to the development of the Clyde Metro CFI. This is predominantly focused upon Technical Experts and Statutory Services Stakeholders. The primary purpose is to set out a principal framework within which more detailed engagement and consultation plans can be developed on an individual work package basis by the consultants appointed to undertake each package.
- 4.2 Various stakeholder engagement sessions have been undertaken with councils, operators and other relevant bodies throughout the Case for Change development process. Further engagement sessions are scheduled, as indicated in the chart below, to inform the current Initial Option Development stage to enable the conclusion of CFI Stage 1a by the end of February 2025.



- 4.3 A Local Authority Senior Officers Group was established in May 2024 to provide a strong regional voice and representation to the Clyde Metro project team. Co-chaired by Glasgow City Council and Renfrewshire Council, the group meets regularly to ensure meaningful engagement on the CFI Stage 1 progress and deliverables. These key GCR local authority conduits are supporting stakeholder engagement activity, with the group expected to play a critical role in championing and embedding the regional transformational benefits into the programme scope, and to support decision making. GCR local authority input will ensure effective engagement in the planning and appraisal of corridor network options for the CFI Stage 1a work package and support future work packages such as business case development, and corridor and phasing assessments. The Senior Officers Group will also offer early considerations for the transformative impact planning, development implications, consents and authorisations required from GCR local authorities.
- 4.4 Work to progress and update policy and strategies across the Region in respect of Local Development Plans (LDPs) is expected to be in place by mid-2028. One of the key principles of National Planning Framework 4 for LDPs preparation is to evidence an infrastructure first approach, ensuring that infrastructure considerations are at the heart of spatial planning requirements. This will provide an understanding of the relationship between the land use and transport in an area - providing a baseline and helping understand the impact of suggested allocations of development proposals, whilst also considering required protection and reservations. Aligning LDPs with Clyde Metro emerging plans will be a key engagement focus with the Local Authority Senior Officers Group and will help support assessment of corridor master planning during CFI Stage 2.
- 4.5 The Metro Strategic Advisory Group (MSAG), chaired by Glasgow City Council includes wider stakeholder representation from across the Region to provide an opportunity for the CFI programme to seek early input and engagement to build support for Clyde Metro. To support this objective, a series of four engagement events with key stakeholders have been delivered, by consultancies (as part of their routine networking events) to develop a broader understanding of the wider holistic opportunities and develop a common sense of ownership that Clyde Metro can offer. Opportunities for further consultancy-led engagement events are being explored. This pilot advocacy experience will inform and shape the development of a Communications and Advocacy Strategy, currently being undertaken as part of the CFI Stage 1b commission.

## **5. Legal Agreements, Resourcing and Budget Plan**

- 5.1 A two-part approach has been agreed to progress the legal agreements for the Clyde Metro partners:
- Part 1 - establishment of a Grant Agreement for £600k between Glasgow City Council and SPT. This agreement which was signed off in June 2024 will enable SPT to be reimbursed for actual incurred costs to develop and complete CFI Stage 1.
  - Part 2 - a Memorandum of Understanding (MOU) between SPT, Transport Scotland and Glasgow City Council is currently being drafted for the end of Oct for review across the partners. This will set out the roles and responsibilities for the Clyde Metro partners to work collaboratively to deliver the key deliverables comprising of the CFI outputs. It is expected that the MOU will be aligned with a Project Mandate which defines the scope and purpose for the Clyde Metro partners to create a robust organisational framework that will guide the programme through its critical phases, beginning with the development of the Case for Investment and extending into long-term delivery. The Part 1 Grant Agreement will be referenced within the MOU and extended to account for the full £6.5m allocated to SPT.

- 5.2 Following on from the Reprogramming Exercise referred to in paragraph 3.5, SPT outlined its approach to strengthening delivery structures recognising the workload and complexity of the CFI Stage 2 work programme. As part of this review, requirements for additional staff resource were identified, including a Programme Delivery and Interface Co-ordinator. The recruitment process has concluded with a successful appointment starting in late October 2024. In addition, Glasgow City Council has identified additional staff resources to augment the existing core project team to support interfacing with both SPT and GCR local authorities to manage the requirements for CFI Stage 2. Secondment and recruitment activity is progressing to bring in additional skills and capacity, covering communications and engagement, and technical project officers.
- 5.3 SPT has already established a budget plan for the £6.5m, setting out the anticipated values for each of the consultancy commissions it will procure and manage to deliver the CFI stage including a spend contingency of up to 10%. A provision for additional staff requirements to complement existing resources already available to SPT, is also included. This was noted at the Programme Steering Group of 26 August 2024. In parallel, Glasgow City Council are developing its budget plan for the remaining £5.655m to support GCR local authority resource and spend profile in line with the CFI programme, and this will be presented to the next Programme Steering Group on 5 November 2024. This will allow full oversight of the full £12.155m funding made available through the GCR City Deal.

## **6. Future updates**

- 6.1 A further progress update to GCR Chief Executives Group and Cabinet is planned for March/April 2025. This will set out an end of Stage 1a Progress Report and provide the detailed plan, milestones and timelines for CFI Stage 2 development. Thereafter it is proposed that there will be an opportunity for each local authority to provide a formal update to their relevant committees between April and June 2025. SPT will also continue to keep its Partnership Board updated on progress at similar timelines.

## **7. Recommendation**

- 7.1 The Cabinet is invited to note the contents of this report.