

Glasgow City Region

Quarterly Performance Report

Report for Q2 2025/26

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 30/10/2025	As at 11/09/2025
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 30/10/2025	As at 11/09/2025
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)	65/119 (55%)	65/116 (56%)
FBC Sub-Projects Construction Progress	119	116
Sub-project construction started (% of total FBC Sub Projects)	64/119 (54%)	61/116 (53%)
Sub-projects construction complete (% of total FBC Sub Projects)	55/119 (46%)	50 / 116 (43%)
Programme Finance: Grant Draw Down, Approvals, Spend to Date	As at Q2 2025/26	As at Q1 2025/26
Total Grant Drawn down to Date (% of £1bn Grant available)	£445m / (44%)	£400m / (40%)
Grant Received as % of Reported Spend to 30 September 2025	£460m / £590m / 78%	£400m / £575m / 70%
Business Case Approvals to Date (£) (% of £1.13bn Infrastructure Fund)	£676.6m (60%)	£676.6m (60%)
Spend to Date (% as of £1.13bn Infrastructure Fund)	£590.5m (52%)	£575.2m (51%)
Actual current year spend vs projected spend for current year	£25.7m / £117.3m (22%)	£10.6m / £133.6m (8%)
Programme Scope: Direct Project Outputs Delivered to Date	As at Q2 2025/26	As at Q1 2025/26
Public Realm new/enhanced (Ha)	34.98 of 47.16 (74%)	28.70 of 47.06 (61%)
Roads (km) new/enhanced	30.12 of 72.89 (41%)	26.89 of 72.89 (37%)
Junctions new/enhanced	64 of 167 (38%)	46 of 165 (28%)
Bridges new/enhanced	11 of 26 (42%)	10 of 26 (38%)
Cycle/pedestrian routes new/enhanced (km)	68.26 of 130.55 (52%)	56.46 of 140.55 (40%)
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 Q2 2025/26	As at Q1 2025/26
Vacant and Derelict Land removed from Register (Ha)	63.59 of 270 (24%)	63.59 of 270 (24%)
Area of Opportunity Sites (Ha)	757.18 of 893.69 (85%)	753.94 of 889.64 (85%)
All Direct Floorspace Created (Thousand sqm)	196.01 of 1,379.5 (14%)	165.18 of 1,379.5 (12%)
Follow-On Floor Space Delivered (all classes (excl.Housing) (Thousand sqm)	226.68 of 1,380.1 (16%)	195.85 of 1,380.1 (14%)
Follow On New Residential Units Delivered	11,412 of 26,634 (43%)	11,070 of 26,634 (42%)
Programme Social Value Benefits Realised	As at Q2 2025/26	As at Q3 2024/25
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	£175,077,117 (35%)	£158,906,171 (33%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	286 of 522 (55%)	279 of 496 (56%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	368	367
Programme Economic Outcomes (based on approved OBCs)	As at Q2 2025/26	As at Q1 2025/26
Net Additional Gross Value Added at City Region level by 2035 (£bn)	£4.322	£4.322
Total Net Additional Construction Person Years in Employment by 2035	16,586	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	5.65:1	5.65:1
Programme Risks	As at 30/10/2025	As at 11/09/2025
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 30/10/2025	As at 11/09/2025
No. of issues in period	2	2
New issues in period	0	0
Programme Change	As at 30/10/2025	As at 11/09/2025
Change Control Requests (CCR) submitted for City Projects in period	5	0
Approved CCRs/Restatements to date across City Deal Programme	437	437

1. PURPOSE

1.1.1 This Quarterly Performance Report includes an overview of the progress at 30 October 2025 for:

- The Regional Economic Strategy Action Plan Programmes/Projects; and
- The City Region Team workplan.

2. RECOMMENDATIONS

2.1.1 The Cabinet is invited to:

- a. Note the contents of this report;
- b. Note and approve the Change Control Requests recommendations as set out in Section 8.

3. KEY HIGHLIGHTS / ACTIONS COMPLETED IN THIS PERIOD:

Regional Economic Strategy Programmes/Projects

- The GCR Community Benefits Hub (CBH) which was launched in August 2025 was short-listed for three national awards (One GO award and two Social Value awards).
- This Living Wage Week (10-16 November) marks a major milestone in the GCR campaign to become a Living Wage Place, by surpassed the ambitious year one target of 200 new Living Wage accredited employers in the Region.
- An additional £20m has been allocated to the Region for the fund, bringing the total allocation to £50m. The Intelligence Hub has been engaging with UKRI and regional stakeholders on the clusters and activities of focus for the fund.

Member Authority - City Deal Programme Highlights

- East Dunbartonshire Council (EDC) awarded the main Contractor for the Design and Build Contract August 2025 and completed Ground Investigation for Westerhill Development Road
- EDC was granted planning permission for the Westerhill Development Road 21 October 2025
- EDC issued the construction stages tender for Bishopbriggs Town Centre 29 September 2025
- East Renfrewshire Council's (ERC) Balgray Station has started construction on site and two disruptive possessions have been successfully completed
- The Initial Design work has been completed for the ERC Balgray Visitor Facilities
- Glasgow City Council's (GCC) Byres Road Public Realm Phase 2 has started construction
- GCC's Byres Road Public Realm Phase 1, Wellpark Link and Sauchiehall St Precinct and Cambridge Street subprojects have all reported timeline as complete
- North Lanarkshire Council (NLC) have commenced ground investigation works on East Airdrie Link Road and their first consultation (PAN1) took place 16 June to 10 August
- South Lanarkshire Council (SLC) has settled all claims regarding Cathkin Relief Road
- SLC's demolition tender for East Kilbride Town Centre has closed and with scoring underway
- SLC's Hairmyres Park and Ride is now open to the public with snagging works currently being undertaken.

4. CITY REGION REGIONAL ECONOMIC STRATEGY AND WORKPLAN UPDATES

4.1. Regional Economic Strategy (RES) Action Plan Update

4.1.1 The table below provides a RAG status of the actions within the RES Action Plan as set out at Appendix 10.

SUMMARY	Q2 25/26	Q1 25/26
Red	0 (0%)	0 (0%)
Amber	10 (19%)	17 (36%)
Green	31 (58%)	21 (45%)
Complete	10 (19%)	8 (17%)
Future	1 (2%)	1 (2%)
Superseded	1 (2%)	0 (0%)
Total	53 (100%)	47 (100%)

4.1.2 19% of actions are Complete, 58% are being reported as Green and 0 are reported as Red for this Quarter.

4.1.3 10 RES Actions are reporting as Amber during this cycle:

- Action 7: Develop Proposal for GCR Investment Zone
- Action 9: Develop a Strategic Masterplan for Clyde Mission
- Action 23: Regional Skills Devolution Group: work to progress the proposals to devolve skills decisions to GCR
- Action 24: Develop skills programmes to support the Investment Zone and Innovation Action Plan
- Action 25: Skills analysis: develop a methodology for looking at future skills needs of different sectors
- Action 27: Develop Strategic Business Case for refreshed Healthy Working Lives programme for GCR businesses to support people to sustain healthy working lives
- Action 29: Establish and embed a GCR Good Employment Charter
- Action 30: Pilot 'Economies for Healthier Lives' CHIA Toolkit on key GCR projects: Metro Business Case, existing MA retrofit investment, and EVCI
- Action 36: Deliver the 5G Innovation Region business cases for all programme elements: Smart Social Assets, Connected Care and Wellbeing, Data Aggregation and Business Intelligence and GCR Connectivity Assessment
- Action 46: Create a dashboard for the largest town centres in each local authority to help officers understand the performance of these centres

4.1.4 Of the 10 actions flagged at Amber, these are all for minor restatements of timing with the exceptions of:

- Action 23 and Action 24 - Following the appointment of the new chair of the RSDG and Colleges Partnership West a request was approved by 5 Nov CEG for 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.

4.1.5 The 1 Superseded action is Action 8: Produce options to establish a Regional Investment Fund to support the strategic economic development of GCR which has been superseded by the Investment Zone.

4.2. RES ACTION PLAN UPDATES

4.3. Innovation Programme

4.3.1 There are a series of ongoing innovation initiatives being developed and delivered by the regional team. This includes supporting the second phase of the Innovation Accelerator which continues to outperform expectations in terms of private sector leverage. It is working with higher and further education partners to deliver an innovation skills programme supported by Innovate UK. Whilst the team is also working with partners to finalise the cluster of focus and develop the portfolio for the new £50m Local Innovation Partnership Fund. All this work is helping deliver the GCR Innovation Action Plan.

4.4. Investment Programme

4.4.1 The Strategic Outline Business Case (SOPBC) and the Assurance Framework for the Investment Zone was presented to CEG (5 Nov) and will be presented to Cabinet for approval this cycle. The SOPBC has requested the draw-down of £2.1m of the IZ grant to support the short-listed projects progress to Outline and Full Business Case. Final approval from UK Government is expected before the end of December 2025 – Gateway 5 was submitted to Government on Friday 7 November.

4.5. Clyde Mission

4.5.1 The Strategic Masterplan is anticipated to be complete by July 2026. Procurement is ongoing and consultants will be appointed by the end of November 2025.

4.5.2 The Clyde Mission Heat Decarbonisation Fund (CM-HDF) to accelerate the replacement of fossil fuel heating systems with low and zero carbon alternatives across the Clyde Mission corridor. CM-HDF has an overall budget of £25 million sourced from the Scottish Government over three years.

4.5.3 The aims of the CM-HDF are to:

- Stimulate capital funding for high impact heat decarbonisation projects in the Clyde Mission corridor.
- Provide necessary funding to support district heat decarbonisation projects in both the public and private sectors, ensuring economic viability for installation and operational phases.
- Offer targeted supplementary funding to bridge funding gaps and enhance the viability of eligible projects.

4.6. Sustainable City Region Programme

4.6.1 The Green Network (GN) Blueprint has focussed on mapping Nature Networks at a regional scale. This work is informing local authority Evidence Reports and Local Development Plan development and has been used to target on the ground delivery in some authorities. This is a programme of work which the GN will seek to promote and replicate in other authorities in the coming months.

4.6.2 Clyde Climate Forest has passed an important milestone, having planted in excess of 4 million trees to date. Diversified funding opportunities continue to be explored as an action from the strategic review undertaken in March 2025 and CCF continues to engage with MAs to prioritise planting in Target Neighbourhoods and identify opportunities for community engagement. A successful tree warden scheme has also been launched.

4.6.3 Climate Ready Clyde have 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.

4.7. Clyde Metro Programme

4.7.1 The GCR Place Team has been given approval for funding to support this workstream.

4.8. Housing Retrofit Programme

4.8.1 Current activity is underway to deliver on the actions set out in the Regional Retrofit Strategy and Action Plan 2025-2028 (approved by GCR Cabinet on 25 February 2025).

4.8.2 Recent activity has focussed on further research to identify potential improvements in the delivery of existing Energy Efficiency Scotland: Area Based Schemes funding from the Scottish Government. This has included developing a better understanding of internal processes and sharing of best practice. Work is also underway with the MAs to understand the impact of disrepair and how this impacts upon retrofit delivery in terms of cost and effectiveness.

4.9. Future Skills Programme

4.9.1 Following the approval of GCR Chief Executives' Group, the GCR PMO will now look to recruit a Group Manager – Skills post who will lead and manage the development of the GCR skills offer, linking with partners from across the Region to better align supply and demand.

4.9.2 Maritime/Engineering: Following the recent RAND report into the sector, a working group has been established to ensure collaborative and cohesive working relationships between maritime organisations on the Clyde, GCR, MAs, FE institutions, and SDS. Work is underway with the 8 MAs to develop initiatives which will increase engineering skills within the region, with each MA having developed proposals to support:

- upskilling and training for economically inactive residents in the region,
- apprenticeship support into the engineering fields; and
- building awareness of opportunities within maritime and engineering organisations.

4.9.3 A programme of training has also been developed in conjunction with SDS, Glasgow Clyde College and BAE systems which delivers intensive training over 4 weeks, work experience and employment opportunities as Trade Support operatives within BAE systems, Cohort 1 is complete and seen 11 participants gain employment. Cohort 2 will commence shortly and is anticipated to lead to further local employment opportunities.

4.9.4 Local Government - Planning - The second cohort of planning students began their course with University of West of Scotland in September, this included MA planning assistants, private organisation staff and students from other Local authorities. Cohort 3 will commence in January.

4.9.5 Local Government - Environmental Health Officers - Further meetings have been held with GCR PMO, MAs and the Royal Environmental Health Institute of Scotland and work to secure and develop an environmental health undergraduate course is being taken forward. REHIS have also developed and secured a post graduate course in Scotland.

4.10. Economy and Health Programme

4.10.1 This Living Wage Week (10-16 November) marks a major milestone in the GCR campaign to become a Living Wage Place, by surpassing the ambitious year one target of 200 new Living Wage accredited employers in the Region. The Making Glasgow City Region a Living Wage Place campaign was launched in November 2024 – the first city region in Scotland to do so. The GCR Living Wage Place Action Group hosted a ‘Better Business Forum’ event on 11 November which explored how adopting better workplace practices can help businesses to thrive – supporting employee retention, reducing recruitment and training costs, and improving long-term sustainability. Further, the Action Group is a finalist for the Outstanding Leadership Award at the Living Wage Scotland Awards, on 13 November.

4.11. Inclusive Economy Programme

4.11.1 The discussion at the GCR Anchor Network meeting in September Council focussed on the progress of the CWB Bill through parliament and the Child Poverty Programme. It was agreed that the Anchor Network is a base on which to develop a Community Wealth Building Partnership for the Region, as set out within the Bill. The Network is due to meet again in April 2026 but will align with the introduction of the Act as more information becomes available.

4.11.2 Delivery of the next phase of the 5G Innovation Region Project (Smart Connected Social Places) is well underway. The regional team is helping partners identify options for scaling up delivery of more efficient and effective Health and Social Care, and Housing services.

4.12. Green Business Support Programme

4.12.1 Action completed as of March 2025.

4.13. Electric Vehicle Charging Infrastructure Programme

4.13.1 The EVCI programme continues to develop at pace. Current work has included drafting of the Technical Specification for procurement, including technical feedback from each MA. The specification will be one of the key documents shared as part of the Stage 1 Invitation to Participate (ITP) to be published in December 2025. Preparations for the procurement are progressing with an evaluation panel in place, and technical and commercial evaluation questions drafted. Solicitors from each MA have been engaging to support the project in the development of the draft contract and in shaping key property matters.

4.14. Commercial Land and Property Programme

4.14.1 Work has been progressed by the GCR PMO to investigate the ownership of individual V&DL priority sites where ownership was unknown/unclear. GCC's Property solicitors are currently reviewing approximately 30 complex sites that require more in depth investigation (e.g. multiple or missing ownership data). The results of this exercise will be used to update the Business Case.

4.15. Inverclyde

4.15.1 The PMO is working with Inverclyde Council to co-design an evidence-based pilot programme to address economic inactivity due to ill health in Inverclyde, and to create an evaluation framework to sit alongside. Learning from this work will be shared with other local authority areas. The work is timely given the recent publication of the Keep Britain Working Review and the anticipated health and work action plan from Scottish Government.

4.15.2 The Inverclyde sector profile work being undertaken by the Intelligence Hub will be concluded by the end of December 2025.

4.16. GCR PMO Recruitment

4.16.1 As the GCR Investment Zone progresses through the final stages of the Government Gateway process and the Strategic Outline Programme Business Case (SOPBC) is brought in front of Chief Executives' Group and GCR Cabinet, the GCR PMO received approval from 5 Nov CEG to recruit a Grade 7 Programme Officer funded from the IZ capacity funding. The Programme Officer will provide

dedicated resource to the GCR IZ Programme Manager to support the reporting, monitoring and governance of the GCR IZ programme.

4.16.2 With the announcement of the Local Innovation Partnership Funding (LIPF), the plans for the Skills programme to support the GCR IZ, the work already taken forward with the Regional Skills Devolution Group (RSDG) and the Regional Innovation Skills Group, the GCR PMO has been given approval by 5 Nov CEG to recruit a Grade 9 Group Manager – Skills funded from the existing PMO budget. The Group Manager – Skills will report to the Head of Regional Economic Delivery but will support a number of work-streams, including the work of the Regional Intelligence Hub.

5. CITY DEAL PROGRAMME UPDATE

5.1.1 The eighth Annual Conversation took place on 27 October 2025. The meeting, which was attended by the Chief Executives of Glasgow City and Renfrewshire councils and senior officers from the Scotland Office and Scottish Government, provided an opportunity to discuss the strategic priorities for the Region going forward, progress with Deal delivery including the Gateway Readiness Improvement Plan (GRIP).

6. PROJECT STATUS SUMMARY

6.1.1 This section of the report provides an overview of the City Deal Programme for:

- Projects' key milestone dates;
- Programme risks and Programme issues;
- Change Control Requests for consideration; and
- an update on progress with the actions within the Annual Implementation Report.

6.1.2 The Project Status Summary table at Appendix 1 provides an overview of each City Deal Project's business case stage (through Strategic (SBC), Outline (OBC) and Full (FBC)) and performance status against the key project elements of scope, timeline, finance and benefits realisation.

6.1.3 In terms of Infrastructure Programme business case developments:

- of 1 Case for Investment (CFI) to be created, 1 is in progress and this is for the new Clyde Metro;
- of the 20 Strategic Business Cases (SBCs) to be created, all are now complete;
- of the 1 Strategic/Outline Business Case (S/OBC) to be created, it is now complete, and this was for the new Enabling Commercial Space regional programme;
- of the 30 Outline Business Cases (OBCs) to be created, 30 have been approved by Cabinet
- of the **119** Full Business Cases (FBCs) expected to be developed, 65 have been approved to date. ***The total number of FBCs has increased from 116 to 119 due to several adjustments:***
 - ***NLC have as divided its Ravenscraig ECS sub-project into two phases (Phase 1 and Phase 2) and***
 - ***SLC has split their East Kilbride Town Centre sub-project into 3 FBCs.***
- 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**

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

7. APPROVALS BY THE DIRECTOR OF REGIONAL ECONOMIC GROWTH

7.1.1 Under the Scheme of Delegation approved by Cabinet in August 2020, the Director of Regional Economic Growth (DREG) has authority to approve Full Business Cases up to a value of £4.5m where changes between OBC and FBC are minor. CEG may approve all other FBCs except those where changes between OBC and FBC are significant.

7.1.2 No FBCs have been approved by the DREG in this period.

7.1.3 No City Deal Inflation Funds have been approved in this period. A Briefing Note has been submitted by SLC for review.

8. CITY DEAL CHANGE CONTROLS REQUESTS (CCRs)

8.1.1 Five CCRs have been submitted by the MAs for approval since the last Cabinet meeting as set out below.

8.1.2 The cabinet is asked to note the following 4 CCRs (assessed as Moderate Changes) which were **approved by CEG on 5 November 2025**.

8.1.3 East Renfrewshire Council - M77 Strategic Corridor - Aurs Road – 251006_ERC_049 (MA Ref: AR011)

- **Finance Changes:** Increased Member Authority Contribution (£6.9m) to provide an increased contingency fund
- **Timeline Changes:** No anticipated impact to timeline
- **Benefits Realisation:** The Benefit Cost Ratio (BCR) value has fallen from 9.4 to 6.5 due to increased costs
- **Scope Changes:** No anticipated impact to scope
- **Reason for the change:** Increased budget to provide an increased contingency to cover the potential outcome of ongoing compensation events in relation to the construction contract.
- **CCR History:** 12 previous restatements: 12 on time, 5 on finance, 1 on scope. Over the course of the City Deal, the construction end has moved from April 2021 (in SBC) to March 2026 (+4yrs and 8 months)
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due to the change to the BCR. **Cabinet is recommended to note that the CEG has approved this CCR.**

8.1.4 East Renfrewshire Council – M77 Strategic Corridor - Balgray Visitor Facilities – 251006_ERC_050 (MA Ref: VC016)

- **Timeline Changes:** FBC approval delayed from December 2025 to May 2026 (+5months); Contract award delayed from April 2026 to June 2026 (+2months); construction start delayed from May 2026 to June 2026 (+1month); construction end delayed from December 2026 to February 2027 (+2months); and formal opening delayed from January 2027 to March 2027 (+2months)
- **Finance Changes:** No anticipated impact to project finance as movement is contained within the same financial year.
- **Benefits Realisation:** Benefits realisation will be delayed by 2 months.
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** This change is due to the project's dependency on the Aurs Road project.
- **CCR History:** 12 previous restatements: 9 on time and 5 on finance. Over the course of the City Deal, the construction end has moved from April 2022 (in SBC) to February 2027 (+4yrs and 10 months)
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due to the number of previous restatements and the ongoing dependency on Aurs Road which has not yet completed construction. **Cabinet is recommended to note that the CEG has approved this CCR.**

8.1.5 North Lanarkshire Council – A8/M8 Corridor Access Improvements - Eurocentral Access Infrastructure (Ph.1 & Ph.2) - 251006_NLC_056 (MA Ref: A8/M8 ESAT CC 4)

- **Timeline Changes:** FBC approval delayed from November 2025 to June 2026 (+7months); construction start delayed from January 2026 to July 2026 (+6months); and construction end delayed from March 2027 to August 2027 (+5months)
- **Finance Changes:** Minimal. Small overhead for the Consultant to manage the topographical survey offset against risk of higher cost if procured separately. The spend profile based on

the current approved budget allocation has been amended to reflect the change to programme as above.

- **Benefits Realisation:** Benefits realisation will be delayed by 5 months.
- **Scope Changes:** No anticipated impact to scope.
- **Reason for the change:** To reflect a delay to the programmed completion of the detailed design and tender preparation services for Phases 1 and 2 of the project and concept design services for Phase 3.
- **CCR History:** 8 previous restatements: 7 on time, 2 on finance, 1 on scope and 1 on benefits realisation. Over the course of the City Deal, the construction end has moved from June 2022 (in SBC) to August 2027 (+5 years 2 months)
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due to the delay to construction end and in reflection of the number of previous restatements. **Cabinet is recommended to note that the CEG has approved this CCR.**

8.1.6 South Lanarkshire Council – Stewartfield Way/East Kilbride Town Centre - East Kilbride Town Centre (FBC 1) - 251024_SLC_037

- **Timeline Changes:** FBC approval delayed from September 2025 to February 2026 (+5months); Construction Start maintained at February 2026; however, Construction End will be delayed from November 2026 to June 2027 (+7months) (allowing for a 60-week construction programme).
- **Reason for the change:** The change is due to a delay in the procurement process. Bids have been received and are progressing through final evaluation.
- **Finance Changes:** No anticipated impact to finance.
- **Benefits Realisation:** No anticipated impact to benefits realisation.
- **Scope Changes:** No anticipated impact to scope.
- **CCR History:** 1 previous restatement on finance.
- **Recommendation:** PMO assessment is that the above represents **Moderate Change** due to delay to the construction end date. **Cabinet is recommended to note that the CEG has approved this CCR.**

8.1.7 The following CCR represents a Significant Changes. It **was considered by CEG on 5 November 2025 and is referred to Cabinet with a recommendation for approval.**

8.1.8 Inverclyde Council – Inchgreen Phase 2 - 251003_IC_14 (MA Ref: IC/INCHGREENPH2/01)

- **Finance Changes:** Vire £1,250,130 from the Greenock Ocean Terminal (GOT) project underspend to Inchgreen PH2. This utilises all the GOT underspend
- **Reason for the change:** The utilisation of the funding would enhance the scope of the Inchgreen Ph.2 project. The project scope includes dredging to 11m LAT, acquisition of land, relieving slab installation and modular mat extension. The total project cost of this work is £3.045m. The virement from GOT would allow the full scope to be achieved. Whilst the current 8.5m LAT dredge depth in the great harbour area, between the channel and the quay wall, satisfies a number of requirements, a deeper available draught, as well as heavy lift capacity and land availability, would increase the attractiveness of the site. If virement not approved the scope within the emerging FBC would require to be re-scoped.
- **Benefits Realisation:** The virement from GOT would allow the proposed scope of Inchgreen Ph.2 to be achieved. The FBC for Ph.2 is under development. The BCR for Inchgreen Ph. 2 will be established in the forthcoming FBC.

With regards to GOT, greater grant availability was agreed through City Deal at the outset of the regional deal, however the project cost was lower, leaving an underspend available. The project achieved the project benefits sets out in the FBC and this virement will have no impact on the GOT project benefits.

- **Timeline Changes:** No anticipated impact to timeline.
- **Scope Changes:** No anticipated impact to scope.
- **CCR History:** 0 previous restatements.

- **Recommendation:** PMO assessment is that the above represents **Significant Change** due to the request for a virement of funds from the GOT project to Inchgreen Ph2. **CEG has noted this CCR and referred it to Cabinet with a recommendation to approve.**

9. CITY DEAL PROGRAMME RISKS

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

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

9.1.2 It is the intention of the PMO to lead a workshop at the December 2025 Lead Officers' Group to discuss the Programme Risk Register and Issues Log.

10. CITY DEAL PROGRAMME ISSUES

10.1.1 The Programme Issue Log has been updated, and all updates are noted in ***bold and italics*** in Appendix 4. As at 30/10/2025 there were two issues. There has been no change to ratings in period.

11. CITY DEAL PROGRAMME BENEFITS – OUTPUTS and OUTCOMES

11.1. Outputs

11.2. 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 **Q2** 2025/26 are reported in Table 5.2.

11.3. Follow-on Outcomes

11.3.1 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 **Q2** 2025/26 are reported in Table 6.2.

11.4. Community Benefits Hub

11.4.1 The CBH has been shortlisted for three national awards. For two categories in the [UK Social Value Awards](#) (Enabling Technology and Public Sector Leadership) and for one category in the [GO Awards](#) (Excellence in Social Value).

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

11.4.3 By end of **September** 2025, **56** Requests had been delivered by Suppliers for local Community Groups, with an overwhelmingly positive response, and a further **25** had been Matched and approved with delivery in progress.

11.4.4 Requests delivered in this quarter included:

- support to run school holiday activities for children who may not otherwise have the opportunity,
- the donation of laptops for use in digital inclusion classes, the donation of football strips for an U14s girls football club,
- the donation of rugby strips for young players, support to redecorate a community hall,

- support for the 'Hug in a Box' wellness initiative which provides support to those who have lost loved ones to addictions,
- donation and installation of picnic benches at Barrhead Astro Facility and Cowan Park Astro Facility,
- donation and installation of timber gates to better secure and prevent vandalism at a community food growing space,
- the donation of football equipment to support sessions for underrepresented or disadvantaged groups,
- funding for a Safety and Fun Day event,
- the donation of paint for a mural to be painted in an underpass,
- support cutting back overgrown land for a community garden,
- the donation of sewing machines and tools to be used in an addiction support/recovery community exhibit,
- and the donation of materials and funding for two separate perimeter fences around community gardens.

11.4.5 For noting, North Lanarkshire Council adopted a soft launch with selected service areas to allow internal procedures, roles, responsibilities and resources to be in place within each service and to align with governance. Figures reported to date are based on this approach and a full launch will take place in due course.

11.4.6 Following 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 are progressing this internally with a soft launch **and four approved suppliers to date**. 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.

11.4.7 **Discussions are also underway with Glasgow Health and Social Care Partnership (HSCP), who are expected to join the Hub shortly.**

11.4.8 Next steps include testing and launching the API link to Cenefits, for which development work has now completed, **and progressing further developments to expand the Hub's capabilities.**

11.4.9 Table: Summary (by Council) to the end **September** 2025.

Note that all of the Matches below, where a Business has chosen to deliver a Request, have been selected as part of a contract / contractual community benefits.

Matches can be delivered either locally (e.g. by an East Renfrewshire supplier for a Community Group in East Renfrewshire), or Regionally where available (e.g. by a Glasgow City supplier for a Community Group in East Renfrewshire).

The information below is split to show figures for:

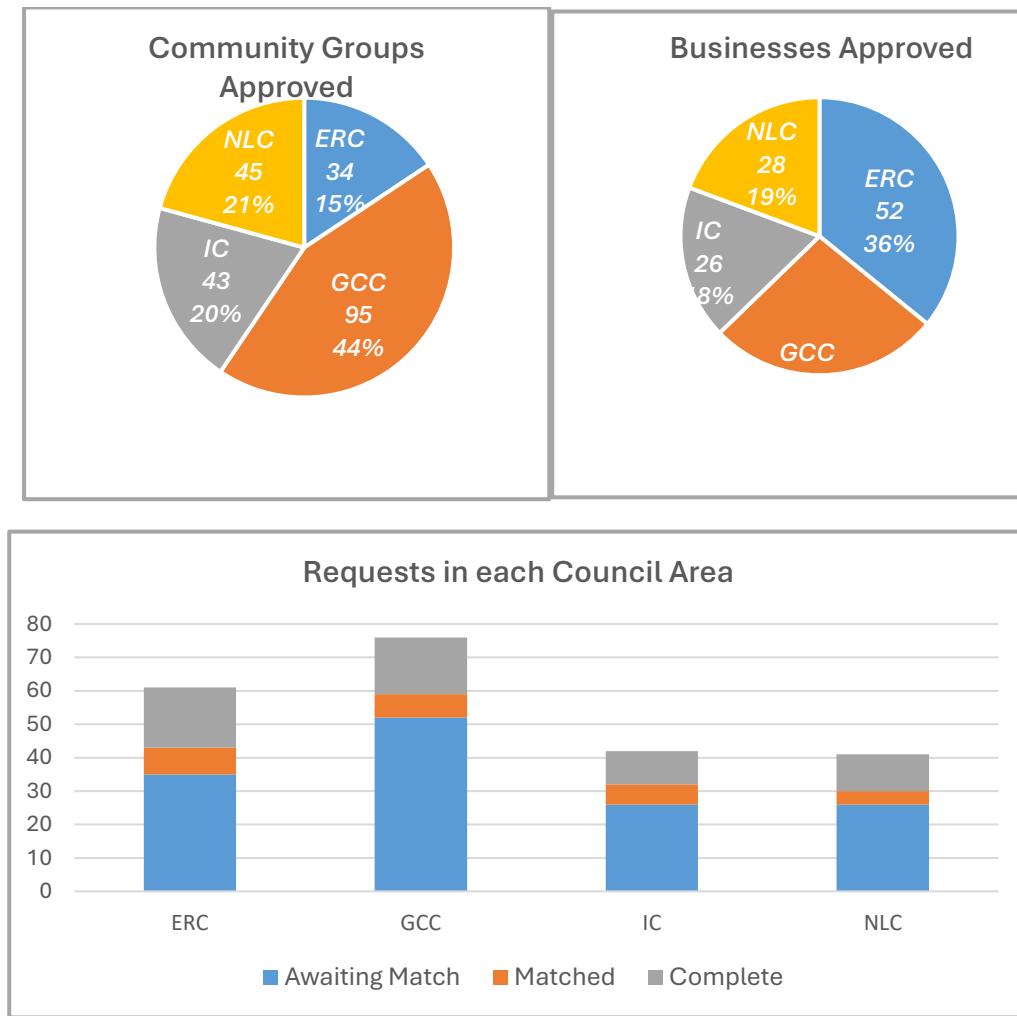
- Requests Matched by Businesses with a contract with that Council: how many Matches have been made by Businesses who hold a contract or as part of a contract with the Council listed, including where this Match is for a Community Group in another Council area.
- Requests Matched for Community Groups in that Council area: how many Requests have been Matched for Community Groups in the listed Council area, including where the Request has been Matched by a Business which holds a contract with a different Council.

	Total (Cumulative)	Total In Quarter	ERC		GCC		IC		NLC	
			Total	In Q						
Community Groups Approved	217	26	34	4	95	8	43	2	45	12
Businesses Approved	149	33	52	7	39	13	26	6	28	5
Requests Approved	220	49	61	14	76	10	42	7	41	18

Total Requests Matched by Businesses with a contract with that Council	81	28	28	11	24	1	14	10	15	6
Total Requests Matched for Community Groups in that Council area	/	/	26	8	24	2	16	12	15	6

Total Matches Completed by Businesses as part of a contract with that Council	56	19	19	9	18	1	8	6	11	3
Total Matches Completed for Community Groups in that Council area	/	/	18	7	17	1	10	8	11	3

Charts showing Community Benefits Hub reporting to the end **September 2025**.



11.5. Community Benefit Outcomes

Contract Awards

11.5.1 Since 1 January 2025, 26 contracts with a combined value of £27,607,922 are reported as awarded, bringing the total number to 522 with a value of £497,276,545 including an overall additional 7 contracts with a combined value of £16,170,946 reported as awarded to Local Companies.

11.5.2 5 contracts with a combined value of £12,236,328 have a 'Project Award' date recorded between 1 January 2025 and 30 September 2025, of which 4 contracts with a combined value of £11,225,579 were awarded to a local company..

Contract Completions

11.5.3 A further 28 contracts with a combined value of £99,991,537 were reported on Cenefits system as 'Complete', 475 with a value of £382,895,405 bringing the total number to including 15 contracts with an overall combined value of £96,672,689 with a completion date between 1 January and 30 September 2025:

Overview by Outcome Theme

Theme / Category	Opportunities (Obtained with Substituted removed)	Total Delivered	Total Obtained over the Period	Total Delivered over the Period	% of Total Opportunities Delivered
Employment	346	282	1	39	82%
Skills & Training	953	694	87	63	73%
Qualifications	217	193	2	0	89%
Community Engagement (Non-Financial Support)	258	174	13	5	66%
Supply Chain Development	104	79	-2	1	76%
Community Engagement - Financial Support (minimum £1K)	£206K	£174K	£32K	£174K	84%

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

Community Benefit Outcomes

11.5.5 In the period since 1 January 2025, the following additional community benefit outcomes are reported on Cenefits up until 30 September 2025 for each Outcome Theme as listed below:

- Overall, 1 additional Targeted Recruitment & Employment was obtained over the period bringing the total (exc. Substituted) to 346 with 39 additional delivered bringing the total delivered to 282, (82% of all opportunities).
- Overall, 77 additional Targeted Skills & Training / Qualifications were obtained over the period bringing the total to 953 (exc. Substituted) with 63 additional delivered bringing the total delivered to 694 (73% of all opportunities).
- Overall, 13 Community Engagement – Non-Financial were obtained over the period bringing the total to 258 (exc. Substituted) with additional 5 delivered bringing the total delivered to 174 (66% of all opportunities).
- Overall £32K Community Engagement (Financial Support) were obtained over the period bringing the total to £206K (exc. Substituted) and £17K delivered bringing the total delivered to £174K (84% of opportunities delivered).
- Overall 2 additional Qualifications were obtained by WDC.

12. EXPECTED SPEND vs BUSINESS CASE APPROVALS BY PROJECT

12.1.1 Appendix 7 details the total expenditure per project from the latest Project Status Report as of **30 September 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.

12.1.2 The table shows the £1.13bn from the Scottish and UK Governments **incorporating the** Member Authorities' contribution. The total projected City Deal spend for the programme is **£1.133bn** compared with the latest funding of **£1.136bn**. This represents a small underspend which is expected to reverse over time. Within this position there is reduced projected expenditure in relation to Inverclyde's projects (**£3.1m**). Previous Years Spend for infrastructure projects was **£564.8m**.

12.1.3 The actual spend for 2025/26 to Quarter **2** is **£25.7m** which is **22%** of current year forecasts. Forecast spend for the next financial year, 26/27 is **£166m**.

12.1.4 The cumulative to date spend as at **Q2 2025/26** is **£590.5m**. Funding approved to date totals £677m and the cumulative grant allocation to date is **£445m**.

12.1.5 It should be noted that there are two Change Control Requests with a financial impact currently awaiting approval and, therefore, not reflected in the current financials. These relate to Inverclyde Council's Inchgreen Phase 2 project and East Renfrewshire Council's M77 Strategic Corridor project.

13. PROJECT FUNDING AND EXPECTED SPEND vs GRANT DRAWDOWNS

13.1.1 Appendix 8 displays *the grant claims to date totalling £574m*. All Member Authorities have returned their grant claims to the end of Quarter 2 2025/26. The cumulative value of grant claims received in 2025/26 is £38.8m.

14. PMO BUDGET

14.1.1 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 £0.719m. This deficit will be offset against prior year balances brought forward of £2.925m maintaining a surplus (albeit reduced) for the current year of £2.206m. 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) £36.84m (£46.31m 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 has been developed for the Westerhill area to redesignate land for employment use. The masterplan is now 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: ***Stage 3 Ground Investigation completed; Planning Application determination on track for October 2025; and main Contractor for the Design and Built contract was awarded in August 2025 to Balfour Beatty via SCAPE Scotland Civil Engineering framework. The detailed design is underway.*** Client-side Project Management contract underway ***with Arcadis via SCAPE Scotland Infrastructure Framework.***

Key activities in next period will focus on: ***Statutory consents to be approved; land acquisition to be concluded; final price to be approved; FBC to be completed and submitted to the PMO for appraisal in December 2025 for approval in February 2026 (instead of May 2026).***

Key activities in this period related to the follow-on development at Westerhill Regeneration Area (WRA) were: Land transfer Terms substantively agreed and drafting of missives commenced - to be completed end of 2025; Progressing WDR accommodation works agreements with landowners as part of developing the missives of sale for the acquisition; and Funding applications submitted to Transport Scotland for active travel routes at WRA and still awaiting response.

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; ***land acquisition missives are nearing completion.*** The approved WDR FBC date (as per CCR 250404_EDC_004) is May 2026 and Construction End April 2028.

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 stages was issued 29 September 2025 and the responses are due on 27 October***; continuing engagement with stakeholders (Morrisons, St. Matthews Church, ***BetterBriggs and the Community council***) on detailed design development. Ground lease negotiations with Morrisons ***are ongoing however handover date has been agreed, and the legal teams are currently closing out lease***; and Site surveys undertaken ***to inform construction***.

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). The last approved BTC FBC submission date is May 2026 with Construction End postponed to May 2027 (CCR 250404_EDC_004). ***However, the FBC is now expected to be submitted to the PMO for appraisal in December 2025 for approval in February 2026.***

15.3. M77 Strategic Corridor Programme (Green)

15.3.1 East Renfrewshire Council's (ERC) £44m (£55m including additional member and external contributions) City Deal funded M77 Strategic Corridor Programme consists of six sub-projects aiming to support the planned growth of Newton Mearns and the regeneration of the town of Barrhead. A review of the overall programme was approved by GCR Cabinet on 7 December 2021. The paper delayed the Levern Valley Link project until a later date and reallocated the funds between the three remaining subprojects.

- The Full Business Case for a 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 proposed and where the tourism offer will be improved. Transport Scotland Investment Decision Board has approved the project subject and Ministerial endorsement now received. Network Rail's Prior Notification (planning) request has been approved. FBC now approved. Legal process for land deal is now proceeding, ***only 2 clauses remain in dispute. Work has commenced on site including the successful completion of two disruptive possessions. Platforms scheduled to begin construction in early October 2025.*** The Implementation Agreement with Network.
- 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. Aurs Road project is a complex major project and with such a project there were always some risks. Some of these risks have materialised during construction leading to a series of Compensation Events from the Contractor, programme extension, a need to amend an existing agreement with a stakeholder (Scottish Water procurement agreement), and a need to acquire additional funding to complete the project. The compensation events process is being managed appropriately, with these being implemented gradually by the NEC Project Manager and the backlog of CEs reducing. Regular commercial meetings with the Contractor are taking place to manage the remaining risks and resolve outstanding compensation events. Additional funding required to complete the project has been established with detailed forecasting exercise by the project team. The figures are being considered and refined. The final project outturn cost is expected to be in excess of FBC budget. The Scottish Water procurement agreement amendment is underway with review of the document which captures additional maintenance liability for SW and cost quantification. A programme risk workshop was held on 15 July to consider areas to de-risk the programme and reopen the road at the earliest possible opportunity. Currently the key risk is the reliance upon utility providers e.g. SPEN to undertake electricity cables diversions as programmed. The risk is being managed at both project and senior levels to mitigate potential impact. Senior level

meetings were held with SPEN on 22 July and 29 July. 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 completed. 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 delays have extended the length of the construction period and delayed the opening of the road. The team is working alongside the consultants and contractors to tackle issues on site as a matter of urgency and to get the road reopened at the earliest possible opportunity. In Q4 24/25 CCR 250404_ERC_047 was approved to delay Construction End to March 2026. **A further CCR has been submitted in Q2 2025/26 to increase Additional Member contributions up to a maximum of £6.9m thereby reducing the BCR.**

- The Dams to Darnley/Balgray Visitor Facilities, development is interdependent on Aurs Road realignment and any slippages during the project development, tendering and construction periods. Vehicular access to the Visitor Facilities will be taken from Aurs Road, the upgrading of which is also being financed through City Deal. The reviewed project scope takes account of emerging opportunities and demand considerations, and a phased approach is being considered to allow earlier provision of key facilities along with marketing to stimulate sustainable growth in visitor numbers. The design will be such that it can easily be changed or adapted to meet future changes in vision or accommodate future phases of development as requirements change and funding becomes available. OBC was approved November 2024.
- **Initial design work has been completed.**
- **Procurement is currently underway for the pre-construction contract via the framework supplier. However, progress towards the next phase of design has been delayed due to ongoing negotiations around legal agreements, terms, and back-to-back indemnities. These must be resolved to the Council's satisfaction under the preferred procurement route.**
- **While delays to the Aurs Road programme remain the primary dependency, there is a growing risk that procurement delays could become the predominant cause of slippage if not concluded by November.**
- **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. However, utility costs and impacts from the Aurs Road contract via Compensation Events relating the Balgray Visitor Facilities works are anticipated to be significantly higher than budgeted for due to noncompetitive pricing under a contract not tailored to the visitor centre works.**
- **The projects finances may at risk due to increased utility costs, but this will be managed by increased funding from Developers Contributions or value engineering to bring the project back in budget.**
- **Costs are still to be agreed, with the Aurs Road contractor extending the required dates for many Compensation Events (CEs) (with the agreement of the NEC Project Manager) to avoid disputes. Quotations received that are significantly higher than forecast are being reviewed and commercially challenged. The situation will continue to be closely monitored for potential impacts, and mitigations will be implemented at the earliest opportunity. ERC is taking a cautious approach to expenditure and is robustly challenging any perceived inflated pricing.**

15.3.2 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. External management agent, CBRE is operating the centre on behalf of the Council. 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 Balgraystone Road Realignment Project completed on site in October 2020 and opened to the public. The project provides improved access to the proposed train station at Barrhead South, 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.

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

15.4.1 Glasgow City Council's (GCC) £99m (£197m 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 Cowlairs 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.

15.4.2 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 is open to the public and all fencing has been removed. Official opening to the public 24 March 2023. Final accounts agreed and paid. Project Manager monitoring the defect works. Lessons learned meeting held.

15.4.3 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; FBC currently expected to be submitted for approval - December 2025. The City Deal Design and Delivery Team are reviewing and revising the design with an aim to publish tender at the end of the summer. ***A CCR may be submitted once the design is finalised, although this has not been confirmed yet.***
- Port Dundas: Pinkston Access and Remediation. FBC currently expected to be submitted for approval - December 2026.

15.4.4 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.

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

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

15.5. Collegelands Calton Barras (Green)

15.5.1 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.

15.5.2 Three 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.

15.5.3 Three remaining sub-projects are in development. Updates noted as follows:

- Meat Market Roads and Infrastructure (FBC 4): Wellpark Link – This project will connect the former Abattoir Site to Collegelands to improve environmental conditions and encourage future investment. This will include a widened pedestrian footpath, quality paving, raised pedestrian crossings and new lighting. The project has been designed in-house and will be procured by Glasgow City Council. Contract was awarded and FBC was approved by Delegated Authority on 21/8/2024. The contractor started on site the week beginning 6 January 2025 and is continuing to work with sectional completion to minimise disruption. Construction was completed in July 2025, **but small snagging still ongoing**. A Change Control Request was approved by DREG on 31 July 2025 restating construction end as July 2025 (+8months).
- 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 lease and planning application with Meatmarket Regeneration Community Interest Company (CIC). Subsidy control assessment now lodged, and licence granted for site investigation. **Issues with the lease agreement have caused a delay to construction start. These issues are now in hand and so a CCR will be submitted once revised dates have been agreed by the CIC.**

15.5.4 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. A grant is to be awarded to Network Rail for design fees for the façade of the station. Network Rail is progressing façade design using CD grant monies, as approved by City Administration Committee. The avenue design is progressing internally, **now at RIBA Stage 4**.

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

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

15.6.1 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.

15.6.2 **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): Timeline is reporting at **Complete** and Finance at **Green**. Works commenced on site w/c 27 March 2023. Works on the core Avenue are now substantially complete with minor snagging works remaining. Some localised works at the traffic light junction of Pitt St/Bath St took place in May to complete the Pitt Street cycleway following the release of the area by adjacent development that was occupying the works area. A CCR was approved by DREG on 31 July 2025 to restate construction end as June 2025 (+11months). **Contract has been completed in accordance with the FBC and approved Change Controls**.
- Sauchiehall Street Precinct & Cambridge Street (FBC 4): Timeline is reporting as **Complete**. Site started at the end of September 2023. The works on Sauchiehall St Precinct were substantially completed April 2025 with the final reinstatements comprising small-scale works with localised fencing ongoing through May and June. A CCR was approved by DREG on 31 July 2025 restating Construction End to July 2025 (+10months). **Contract has been completed in accordance with the FBC and approved Change Controls**.

15.6.3 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 still expected to complete in **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. Pre-start meeting took place first week of May 2025. **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 Street 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. Construction started, and **substantial** progress is being made.

15.6.4 Sub-projects with FBCs in development include:

- 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. Stockwell Street was tendered in November 2024, however the project needed to be retendered. Stockwell St tender documents **were** redrafted (pricing now Bill of Quantities and changes made to Time and Materials layout) and issued via an alternative framework (Scottish Government Dynamic Purchasing System). The tender **closed** at the end of July **and the team is working through the evaluations**. A **first draft of the FBC was submitted to the PMO for appraisal and a second draft is awaited**. A CCR was submitted for approval at Cabinet with Q1 2025/26 returns to restate timelines including FBC approval delayed to September 2025 (+7months); construction start delayed from June 2025 to January 2026 (+7months); and construction end delayed from August 2026 to October 2027 (+14months).
- Argyle St East (Union St-Glasgow Cross): FBC approval date of August 2025 is to be restated to allow GCC to publish a Prior Information Notice (PIN) in July 2025. The PIN seeks to

determine current market conditions to inform the subsequent procurement route. A CCR is to be submitted in Q3 2025/26 outlining the revised milestone dates ***following the tender process.***

15.6.5 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.

15.6.6 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.

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

15.7. **Metropolitan Glasgow Strategic Drainage Partnership (Green)**

15.7.1 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.

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

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

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

15.7.4 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. FBC submission date to be restated following delay due in part to a requirement to progress additional site investigations, revise the planning application and delays in wider staff recruitment exercises. Supplementary site investigation works commenced June 2025 for

which the formal reporting output pending. Construction contract to be awarded late February 2026 to have the earthworks undertaken late Spring/early Summer 2026. A CCR was approved by DREG on 31 July 2025 to restate FBC submission to January 2026. **Project is working towards FBC submission.**

- 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.
- 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.**

15.8. **Clyde Waterfront West End Innovation Quarter (Green)**

15.8.1 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.

15.8.2 **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 will deliver active travel and public realm infrastructure. Timeline and scope status are now reporting as **Complete. The final small section of public realm has now been completed and FBC outputs are now being reported.**

15.8.3 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**).

15.8.4 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)

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

15.9. Inchgreen Project (Green)

15.9.1 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. Positive discussions continue with three potential end users for the project. Dredging and works of the quay wall and harbour mouth are complete. 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.

15.9.2 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 has been submitted 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.**

15.10. Ocean Terminal (Green)

15.10.1 Inverclyde Council's £14m (£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.

15.10.2 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.

15.11. 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. The FBC was approved 4 December 2024 by Delegated Authority and the Change Control was approved at Cabinet on 5 November 2024. Construction started in March 2025 and traffic management on the A78 was in place from the end of March 2025. **Work is progressing well on site with the main works due to complete by the end of the year. Transport Scotland will then do follow on work to improve surfacing on the road.**

15.12. A8/M8 Corridor Access Improvement Project (Green)

15.12.1 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.

15.12.2 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. The junction/roundabout has secured planning approval in January 2020, Matters Specified in Conditions (MSC) MSC 1 and 2 have been approved for the freight terminal and logistics park. CCR 250404_NLC_054 was approved to remove 0.45km of New Road from the project's reported scope as City Deal funds (now financed by the developer's contribution) will focus solely on the roundabout construction with the developer providing the new road. Progress has been made over the quarter by continuing the dialogue with MIRP partnership. Negotiations on land acquisition between the MIRP partnership and a landowner to the north of the A8 **unfortunately have not resulted in a positive outcome. The partnership and their consultants have therefore developed a further alternative junction solution which has received initial positive feedback from Transport Scotland and is a more efficient construction delivery solution. As the new solution only opens up access to the development sites south of the A8, further legal advice on subsidy control is required.** This is reflected in the risk profile. Action will focus on the following in Q3 25/26: continue dialogue with the MIRP partnership group on progress with approvals for the revised design solution and **approvals (Transport Scotland and planning)**; obtaining further certainty on programme for **subsequent** procurement and construction start/end; obtaining updates on investment opportunities and funding for site infrastructure within MIRP' and updated development projections **and obtaining subsidy control advice**. The Detailed Design and Contract Document Preparation stages of the project are in progress, being led and delivered by the private sector partnership. There is no change to report against current reporting milestones. The project milestones of August 2026 for Full Business Case approval; October 2026 for Construction Start and October 2027 for Construction End remain current.
- 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. **CCR 251006_NLC_056 has been submitted in Q2 25/26 restating FBC approval from November 2025 to June 2026 (+7months); construction start from January 2026 to July 2026 (+6months); and construction end from March 2027 to August 2027 (+5months). Progress in Q2 25/26 focussed on the identification of the preferred option for phase 3 progression of concept design and formulating stakeholder engagement; progression of finalised designs for phases 1 and 2; and revised topographical survey and progress on new issues identified as a result.** Action will focus on the following in Q3 25/26: Completion of option appraisal, stakeholder engagement and concept design for phase 3. Progression with land assembly and detailed design for phases 1 and 2.

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

15.13.1 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. Benefits monitoring is ongoing; no further progress has been made over the quarter on discussions with NLC Greenspace Development and consultants Froglife on any further mitigation ecological action required following conclusion of 5-year monitoring period. Action in Q2 2025/26 will therefore focus on progressing these further discussions with NLC Greenspace Development and NatureScot to confirm implementation plan of additional mitigation measures to increase Great Crested Newt usage of wildlife tunnels constructed as part of the project and agree additional monitoring.

15.14. Pan Lanarkshire Orbital Transport Corridor Project (Green)

15.14.1 The £171m (£275m 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.

15.14.2 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 GCRCD Cabinet on 6 October 2020.

15.14.3 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 Q2 2025/26: **finalised** the RIA Value Engineering Review for design, cost efficiencies around design and construction and ensure integration to wider road improvements planned by NLC. This covers both the Motherwell to Ravenscraig Road and the Airbles Road Improvements. Progress includes consultation with local Elected Members on proposed changes to the design and phasing of the RIA South infrastructure; 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; **and consideration of the scope and programming of enabling works including public utility diversions to enable the main works contract for the Ravenscraig to Motherwell connection.** Action in Q3 25/26 will focus on the tender, **award and progress** for further detailed design for amendments to the Motherwell to Ravenscraig Road Connection; **awarding and progressing the enabling works including public utility diversions to enable the main works contract for the Ravenscraig to Motherwell connection** and concluding compensation payments for any land taken under GPO for Ravenscraig to Motherwell connection. FBC approval scheduled for August 2026, construction start October 2026 and construction end in August 2027 (CCR 250404_NLC_055).

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

15.14.5 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. Interdependency with the Monklands Replacement Hospital project will require to be accommodated within the project programme moving forward. Liaison continues with NHS Lanarkshire (NHSL) over the alignment of the EALR in relation to the proposed Monklands Replacement Hospital within their preferred site at Wester Moffat. The hospital opening date has been delayed to 2031. 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 Q3. **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 will be submitted. The progress over Q2 2025/26 continued to be on regular meetings and liaison with consultants for the Stage 3; continued development and implementation of land strategy; confirmation of EIA phasing approach; **continued onsite ecological and environmental surveys; further review of project costs; and GI works have commenced on site;** continued stakeholder and landowner engagement; The PAN 1 consultation is **took place 16 June to 10 August and the PAN 2 consultation is planned for 25 September to 26 October.** There will be a focus on statutory in-person consultation events. The focus for Q3 25/26 prioritises regular meetings with Stage 3 consultants; GI **continuing** onsite; 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 development of road alignment to incorporate consultation feedback; continued development of the Towers Road Link; continued stakeholder and landowner engagement; programme review; **and the submission of the planning application.**

15.14.6 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 Q2 2025/26 focussed on discussions with the contractor towards defects correction. **Acceptable proposals are still awaited for** defects that require to be corrected in order to achieve handover and adoption by NLC Roads Operations; Further drainage survey work has been commissioned to provide a full picture. This provides a robust position on the defects that need to be corrected. **Some positive discussions have been held with the contractor over the period with a new deadline of early October set for the submission of proposals and confirmation of intent on all remaining defects.** If no acceptable proposals are received, correction by another contractor will be procured with the cost recharged to the contractor. 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. **Representatives of the council have met with representatives of the contractor over the period to commence discussions towards a final position.** 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. 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. Further action in Q3 25/26 will focus on closing out correction of defects with the contractor and commencing commercial discussions on the final account; tender action and construction of the next phase of the Motherwell Station Active Travel Links project, subject to securing external funding; and continued monitoring of benefits realisation.

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

15.15.1 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.

15.15.2 The Completion Certificate was issued to the Contractor dated 18 April 2025 and a formal opening event was held on Thursday 8 May 2025 with the bridge being operational to the public from mid-day 9 May 2025.

15.15.3 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.

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

15.16. Glasgow Airport Investment Area Project (Green)

15.16.1 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.

15.16.2 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. Work continues on this with a view to closing the project and a recent detailed programme for rectification of all defects provided by the Contractor, particularly for the foul main system where completion of this will allow submission of a vesting application to Scottish Water. A significant number of defects are now rectified and defect completion is programmed for August 2025. ***The Contractor Wills Bros 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.

15.16.3 The utilities and communications benefits as detailed in the FBC have now been delivered.

15.17. Cathkin Relief Road (Green)

15.17.1 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).***

15.18. Greenhills Road Project (Green)

15.18.1 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 £35.950m and to date expenditure is currently ***£32.030m*** leaving ***£3.920m of external / additional member contributions*** 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.

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

15.19.1 The project includes two key elements:

- 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.
- 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 project design is progressing. At the Progress Meeting on 26 June 2025, it was confirmed that works to the existing escape corridor in Plaza Mall, external service yard, and temporary utilities for one existing tenant in situ must be designed, procured, and completed before demolition begins. These items have been added to Master Programme to enable SLC to meet planned site start date. With SLC confirming full demolition, the demolition warrant **was** submitted. **Demolition tenders through Scotland Excel Framework returned on 23/09/25. Ten returns received and scoring underway. The demolition building warrant was submitted 29/08/25 and pre-demolition works are being planned/progressed.** The first Public Consultation was held in East Kilbride Library on 19 June **and the second Planning Permission in Principle (PPIP) public consultation event will be held on 30/10/25 with the full planning proposal expected to be submitted by the end of November.** Main issues currently relate to transfer of ownership of the existing Centre West shopping mall which is linked to the ongoing sale of the town centre via the administrators. Delays in concluding the sale may impact the legal agreement and planning strategy regarding the Plaza Mall interface and the Council is continuing to work closely with the current centre administrators and centre managers to ensure a positive outcome for this project. **Both the legal agreement with administrators and planning strategy have moved on significantly in recent weeks and should be concluded shortly.**

15.20. Community Growth Areas (Green)

15.20.1 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 have now been completed on time, to budget and are fully operational, delivering economic benefits.
 - Highstonehall Road Upgrade Works (**Complete**) 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 Highstonehall road element is the 2nd phase of FBC enabling works at the Hamilton Community Growth Area (CGA), and accounts for £1.75m of the whole CGA project proposal. The project has provided access to the CGA and supporting the

development of 213 new private houses and 48 social houses for rent to date within the western edge of Hamilton which are now being populated. Post COVID 19 housing build numbers are returning to previous norm, however this has now been impacted by increases in mortgage interest rates and the continued reluctance of the Bank of England to reduce rates until inflation is brought under control. To date 1,093 (and additional 13 housing from previous period) New Residential Units have been reported as built for the Hamilton CGA.

- The Strathaven Rd/ Woodfoot Rd Transport Corridor (**Complete**) sub-project is currently fully operational providing access for an estimated 362 new housing units within the CGA to transport hubs in the centre of Hamilton and links to Glasgow and beyond. Risk register closed as project complete.
- The Woodhead Primary School Extension (**Complete**) sub-project is providing local education facilities within walking distance of the CGA. The project is fully complete and operational. It has been estimated that the school would help to secure 340 new houses over the lifetime of the project. Post COVID house building has substantially returned to previous numbers on this site however this has now been impacted by increases in mortgage interest rates and the continued reluctance of the Bank of England to reduce rates until inflation is brought under control.
- Hamilton Road Junctions Improvement (FBC 4,5 and 6) (**Green**) 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. The contractor's performance **has improved and** is being closely monitored.
- The Calderside Academy subproject missed its FBC submission date of March 2025. A 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 – the following 3 projects have been completed:
 - Glengowan Primary School Extension (**Complete**) – project completed July 2022.
 - The Larkhall Nursery Extension (**Complete**) - the community benefits being realised from this project will be reported in the Glengowan PS Extension PSR.
 - The Lanark Road M74 Signalisation (**Complete**) 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.
- The Holy Cross High Extension, Merryton Roundabout and Link road, M74 Works and Larkhall Leisure Centre (Community Facility) subprojects missed their FBC submission dates. A Change Control Request was submitted for June 2025 CEG. The CCRs were noted by CEG on 19 June 2025 and **approved by Cabinet on 19 August 2025. The Holy Cross High Extension's revised FBC approval date is December 2025, both Merryton Roundabout and Link road and Larkhall Leisure Centre (Community Facility) are expected for approval in May 2026 and M74 Works FBC is expected for approval in September 2026.**

- Newton CGA - includes five sub-projects, three of which have been completed to date. 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.

- Newton Farm Primary School (**Complete**) 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 (**Complete**) 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 (**Complete**) sub-project was completed and opened in September 2019, despite delays caused by Scottish Power, 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. The cost overruns associated with utilities are significantly higher than estimated and steps are being taken to recover these from SPEN. Post COVID-19 House building has commenced and numbers now returning to pre pandemic levels and 1,244 New Residential Units have been reported as having been built to date (*an increase of 15 from last quarter*).
- The Uddingston Grammar School **revised FBC approval date is December 2025**.
- Sustainable Transport Intervention subproject has missed its FBC submission and approval date. A CCR is awaited to restate milestones.
- East Kilbride CGA – improvements to social and physical infrastructure to accommodate the increase in the number of residents (i.e. capacity in education and roads). The project consists of **three four** sub-projects: Jackton Primary School, Our Lady of Lourdes Primary School, Park and Ride Facility – Hairmyres, **and St Andrews/St Brides High School** of which 2 are reported complete.
 - Jackton Primary School (**Complete**) - involves the creation of 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 (**Complete**) A CCR was approved introducing this £4.754m project into the EKCGA programme. Subsequently, total costs for the project (Phase 1 and Phase 2) increased to £6.6m. City Deal will contribute £1m to the project costs with that expenditure linked to the construction of an extension to the existing school property. Construction was completed July 2024, ready for the new term beginning on 14 August 2024.
 - Hairmyres Park and Ride (**Green**) - 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 disable 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 currently being installed.***
 - St Andrews/St Brides High School (**Green**) – 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.

15.20.2 Following a review of SLC CGA's Secondary School projects and the impact the new housing associated with the CGA's is having at Newton CGA, Hamilton CGA, Larkhall CGA and East Kilbride CGA secondary school capacity, a CCR was submitted to realign programme and construction dates for their schools. This CCR was **approved by Cabinet on 19 August 2025**.

15.21. **Exxon Site Development Project** (**Green**)

15.21.1 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.

- 15.21.2 The Western Underpass Design Development contract with Network Rail was signed November 2022. The detailed design was completed in June 2023 and consulted with the Council. The delivery contract for the Western Underpass between Network Rail and West Dunbartonshire Council was signed on 13 March 2025 and construction started on 28 April 2025.
- 15.21.3 The FBC was approved by City Region on the 8 August 2023. Planning Committee approved the Exxon AMSC conditions on 17 January 2024. The Construction delivery contract with Balfour Beatty was signed in early December 2024. Construction began on 27 January 2025. As part of the inflation justification report, the Final Business Case Executive Summary was updated by the Council and approved by City Region in June 2025.
- 15.21.4 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. The work has to be carried out during the winter months when weather conditions can impact the speed and efficiency of work and also the access for the rebuilding the bridge deck will require close collaboration with Network Rail on a number of 'rules of the route' accesses. If these are not granted on the requested dates that can result in delays in the programme critical path.***
- 15.21.5 The Exxon site remediation and the land transfer from Esso completed 10 January 2025. The Final Remediation Report was submitted to regulators on 10 March 2025 (after the completion of the 6th month post remediation monitoring process). The review of the document is completed and accepted by the regulators on 22 April 2025. Monitoring wells decommissioning is now also completed.
- 15.21.6 At end of September 2024 Balfour Beatty carried out a cost review and highlighted that the project cost increased to £50.2m. This prompted the Council to review all possible options to reduce cost. The estimated cost for the chosen Option B2 is £46.93m. Despite the scope reduction, the overall budget is increased by £0.8m, which will be funded by the Council. ***The Inflation Fund Briefing Note was approved by the GCR PMO and the additional City Deal approved inflationary cost £1,794,492 was granted in June 2025. This brings the total City Deal contribution to the Exxon project up to £25,785,912.*** The project is to be completed by October 2027.
- 15.21.7 WDC is exploring funding opportunities for the wider Exxon project aspirations, to create a Community Parkland at Bowling and is preparing submission for landscaping and footpath development of the site. The procurement for the landscape design is completed and the contract awarded. The Council is committed to progressing this project and will apply for future funding rounds of the Vacant and Derelict Land Investment Programme, when become available. The Regeneration Capital Grant Fund (RCGF) opened opportunity for submissions for 2026/27 and application for the Community Parkland ***was submitted. RCGF results arrived on the 19 September and unfortunately the Dunglass Parkland project was not recommended to proceed to Stage 2. There were 99 applications received at Stage 1 with a total grant request of £138m meaning a high level of competition for RCGF support. The Council will consider the feedback received and will consider the appropriate strategy for the next years application.***

15.22. **Clyde Metro (Case for Investment) (Green)**

- 15.22.1 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. Investment today will connect more people with opportunity,

welcome visitors, and investors, reduce carbon emissions, and provide the platform for the Glasgow City Region to fulfil its potential as the economic powerhouse for all of Scotland.

15.22.2 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. Reporting and monitoring of this spend/activity will continue through GCR structures with the programme decision making aligned to the Clyde Metro governance arrangements.

15.22.3 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

15.22.4 A Clyde Metro Framework has been developed with Lots tailored to the anticipated project requirements. The Framework was approved by SPT's Partnership Board in June 2024. Forty-three organizations across eight defined lots were appointed to the framework. It will be used to deliver the CFI Stage 2 Programme Business Case.

15.22.5 GCR Senior Officers Group will continue to be engaged during the development of the CFI Stage 2 to ensure all Member Authorities continue to have a strong coordinated regional voice and involvement to input to, validate and review key emerging outputs. The Clyde Metro team resource requirements across GCC and SPT continue to be reviewed and augmented to meet the evolving programme needs with appointments for a Health Officer, Transport Planners and Programme Delivery Co-ordinator already undertaken. A transport economist will start in August 2025 working for SPT. A Grant Agreement for the CFI has been signed by GCC and SPT. A Memorandum of Understanding and Programme Mandate is under review by client partners.

15.22.6 A strategic programme review completed by SPT concluded a revised timeline and programme capacity to deliver the CFI outputs by early 2027. This was agreed by the Programme Steering Group on 26 August 2024 with no change to CFI scope outputs and current budget provision. SPT have developed a detailed programme commission delivery programme and will be monitoring and managing consultants' delivery against defined milestones. The number of networks being considered has reduced from 4 to 3 and was approved at June Programme Steering Group meeting.

15.22.7 ***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***

15.22.8 ***Further consideration on Project Governance (Pillar 3), of the target operating model will ensue through the Project's Programme Readiness Group which GCR have requested to be part of. Due to staffing changes within GCC, and the need to ensure appropriate support across the region, it was agreed at the 18 Sep 25 CEG Meeting that GCR takes a more formal role in overseeing elements of the Metro project.***

15.22.9 ***SPT have communicated 4 key Decision point stages to the CFI, these are:***

- October 2025 - Alignment Options longlist***

- **December 2025 - Network sub options shortlist,**
- **April 2026 - Network Option Shortlist,**
- **June 2026 - Preferred Network Option.**

15.22.10 A dedicated microsite hosted by SPT is now live at www.spt.co.uk/clydemetro. All relevant content will be housed on this site and will be continually updated as the project develops. Interested parties will be directed to the site as the primary source of official information on the Clyde Metro project. Glasgow City Council continues to host the Clyde Metro web pages at <https://www.glasgow.gov.uk/metro> for all related content and email address to get in contact if required.

15.22.1 The work on the Case for Investment for Clyde Metro, led by SPT is now entering the next phase of planning. The completion of Stage 1 which provided the case for change and emerging network options, has been followed by SPT appointing a range of consultants, to support the joint project team of GCC and SPT develop the outputs needed for the programme level business case. Client advisory support from Stage 1, highlighted the opportunity to support programme approval and funding processes with additional levels of client assurance and advocacy provided through independent external expertise. This area is currently under consideration, with initial dialogue with the original Connectivity Commission to explore what role they could play to support this crucial next stage.

15.23. **Enabling Commercial Space (ECS) (Green)**

15.23.1 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.

15.23.2 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.

15.23.3 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.

15.23.4 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.

15.23.5 As of 14 July 2025, five 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 the 9 shortlisted projects.

15.23.6 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 (New Build)
- NLC: Ravenscraig (New Build) **Phase 1 and Phase 2**; and Westpoint (New Build)
- RC: Tech Terrace AMIDS (New Build)

15.23.7 ***The three remaining MAs (IC - 4, SLC - 3 and WDC - 3) have submitted the remaining 10 self-assessments to the PMO and these are currently being appraised.***

15.23.8 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	25	(68%)
Complete	6	(16%)
Superseded	0	(0%)
Future	5	(14%)
	37	

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

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

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisat.	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	C	n/a		G	G	G	F	various	various
	Westerhill Development Road	C	C	n/a	F	G	G	G	F	May 2026	Apr 2028
	A803 Sustainable Travel Corridor	C	D	n/a	D	n/a	n/a	n/a	n/a	n/a	n/a
	Bishopbriggs Town Centre Regeneration	C	C	n/a	F	G	G	G	F	May 2026	May 2027
East Renfrewshire Council											
2. M77 Strategic Corridor		C	C	n/a		G	G	G	G	various	various
	Levern Works	C	C	C	C	C	C	C	C	Aug 2015	Aug 2016
	Business Boost	C	C	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	G	C	C	Mar 2019	Apr 2020
	Balgray Station	C	C	G	G	G	G	G	G	Sep 2024	Oct 2026
	Levern Valley Link	C	D	D	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Balgray Visitor Facilities	C	F	A	G	A	G	G		Dec 2025	Dec 2026
Glasgow City Council											
3. Canal and North Gateway		C	C	C		G	G	G	G	various	various
	FBC1: Sighthill: Remediation (Contract 1)	C	C	C	C	C	C	C	C	Dec 2015	Nov 2017
	FBC 2: Sighthill Remediation (Contract 2)	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	A			Mar 2018	Jul 2019
	FBC4: NGIWMS - Smart Canal	C	C	C	C	C	A			Mar 2018	Jun 2019
	NGIWMS: Cowlairs Link	C	D	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	A			May 2019	Feb 2022
	FBC 7: Sighthill M8 Pedestrian Bridge	C	C	C	C	A				Jan 2020	Jul 2022
	FBC 6: Speirs Lock: Garscube Toll & Links	C	C	C	C	A				Nov 2019	Feb 2022
	Port Dundas: Dobbies Loan	C	F	G	G	G	G			Dec 2025	Nov 2026
	Port Dundas: Pinkston Access and Remediation	C	F	G	G	G	G			Dec 2026	Aug 2027
	Cowlairs: Remediation & Servicing	C	D	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	C		F	G	G	G	G	G	Jun 2026	Sep 2027

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisat.	Approved CEG FBC dates	End of Construction
FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)	FBC 2: Meat Market Site Remediation	C	C	C	C	C	G	G	Jan 2025	Jul 2025	
	FBC5: Meatmarket Public Realm and Listed Structures				C	C	C	A	Jun 2019	Aug 2020	
	FBC 3: Calton Barras Action Plan – Junction Improvements				C	G	A	G	Nov 2024	Nov 2026	
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1				C	C	C	C	Jun 2019	Apr 2020	
					C	C	C	A	May 2017	Jul 2018	
5. City Centre Enabling Infrastructure Integrated Public Realm	5. City Centre Enabling Infrastructure Integrated Public Realm	C	C	C		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	A	G	G	Aug 2025	Oct 2027
	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				D	n/a	n/a	n/a	n/a	n/a	n/a
	Block B - Stockwell Street				F	G	G	G	G	Sep 2025	Oct 2027
	Block B - Broomielaw				F	G	G	G	G	Nov 2025	Nov 2027
	Block B - Clyde Street				F	G	G	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	Jul 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	6. Metropolitan Glasgow Strategic Drainage Partnership	C	C	C		G	G	G	G	various	various
	FBC 1: Camlachie Burn				C	C	C	C	A	Mar 2017	Jul 2019
	FBC 2: Cardowan Surface Water Management Plan (SWMP)				C	C	C	C	A	Aug 2018	Dec 2019
	FBC 4: South East Glasgow SWMP				C	C	C	C	A	May 2019	Jan 2021
	FBC 3: Hillington/Cardonald SWMP- Phase 1 (Moss Heights/Halfway Community Park)				C	C	C	C	A	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	A	Feb 2022	May 2023
	FBC 5: Garrowhill/Ballieston SWMP				C	C	C	C	A	Aug 2019	Nov 2022
	FBC 6: Drumchapel SWMP				C	C	C	C	A	Jan 2020	Mar 2021

	Sub Projects		SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisat.	Approved CEG FBC dates	End of Construction						
	Cockenzie St SWMP						F	G	G	G	Nov 2026	Sep 2027						
	Fullerton Avenue SWMP						D	n/a	n/a	n/a	n/a	n/a						
	Eastern Springburn SWMP						F	G	G	G	Feb 2026	Aug 2026						
	High Knightswood/Netherton SWMP						F	G	G	G	Jun 2026	Dec 2026						
7. Clyde Waterfront West End Innovation Quarter								G	G	G	various	various						
FBC 7: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm Phase 1							C	C	C	G	A	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 - Canning 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: Site Remediation and Services (*) and Access and Connectivity (#)							F	G	G	G	G	Mar 2026	Sep 2026					
FBC 6: CGAP Water Row Grant Award							C	C	C	C	A	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	A	Mar 2018	Dec 2019					
CGAP Development Deficit Funding - Commercial Floorspace 1 (**)							M	n/a	n/a	n/a	n/a	n/a	n/a					
FBC 2: CGAP Development Deficit Funding Commercial Floorspace 2 (Govan Old Parish Church)							C	C	C	C	A	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												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	A	Nov 2021	Sep 2024					
FBC3: Improving Connectivity between GU and QEUH - Active Travel Route (North)							C	C	C	C	A	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					

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisat.	Approved CEG FBC dates	End of Construction
Inverclyde Council											
8. Inchgreen	Inchgreen Ph. 1	C	C	n/a	C	C	G	G	various	various	Mar 2022
	Inchgreen Ph. 2 (New Local Project)			n/a	F	G	G	G		Mar 2026	Dec 2027
9. Ocean Terminal	Marine Works	C	C	n/a		C	C	G	various	various	May 2019
	Terminal Building			C	C	C	C	G		Mar 2d020	Feb 2023
10. Inverkip		C	C	n/a	C	G	G	G	Dec 2024	Dec 2025	
North Lanarkshire Council											
11. A8 M8 Corridor Access Improvements	Eurocentral Access Infrastructure (Ph.1 & Ph.2)	C	C	n/a		G	G	G	F	various	various
	Orchard Farm Roundabout			n/a	F	G	G	G	F	Nov 2025	Mar 2027
12. Gartcosh/Glenboig Community Growth Area	Glenboig Link Road - FBC 1	C	C	C	C	C	C	G	various	various	Oct 2016
	Glenboig Link Road - FBC 2			C	C	C	C	G		Dec 2016	Jun 2018
13. Pan Lanarkshire Orbital Transport Corridor	RIA South - FBC WCML Crossing (FBC1)	C	n/a	n/a		G	G	G	G	various	various
	RIA South - New Dual Carriageway Rav to Motherwell (FBC2)			n/a	F	G	G	G	F	Feb 2022	Aug 2023
	RIA North - Dualling of A723 Rav to M8 (FBC3)			n/a	D	n/a	n/a	n/a	n/a	Sep 2026	Aug 2027
	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)		C	C	C	C	C	C	G	G	Feb 2021	Apr 2025
15. Glasgow Airport Investment Area (GAIA)		C	C	C	C	C	C	G	G	Mar 2019	Oct 2022
South Lanarkshire Council											
16. Cathkin Relief Road		C	C	C	C	C	C	G	C	May 2019	Jan 2017
17. Greenhills Road		C	C	C	C	C	C	G	G	Aug 2018	Sep 2023
18. Stewartfield Way/East Kilbride Town Centre	Stewartfield Way Capacity Enhancement	C	C	n/a	F	G	G	G	F	Jun 2026	Oct 2028
	East Kilbride Town Centre (FBC1: Demolition Contract)	C	C	n/a	F	G	A	G	F	Jun 2026	Oct 2028
	East Kilbride Town Centre (FBC2: Civic Hub)	C	C	n/a	F	G	G	G	F	Aug 2026	Jul 2028
	East Kilbride Town Centre (FBC3: Housing Enabling Works)	C	C	n/a	F	G	G	G	F	Aug 2026	Aug 2027
19. SLC Community Growth Area		C	C	C		G	G	G	G	various	various
19a. Community Growth Area (CGA) - Newton	Newton CGA Park and Ride	C	C	C	C	C	C	C	G	May 2017	Dec 2017
	Newton Farm Primary School	C	C	C	C	C	C	C	G	Feb 2016	Aug 2017
	Westburn Roundabout	C	C	C	C	C	C	C	G	Nov 2018	Sep 2019
	Sustainable Transport Intervention	F	A	A	A	G	F	G	F	May 2025	Jun 2026

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisat.	Approved CEG FBC dates	End of Construction
	Uddingston Grammar School				F	G	G	G	F	Dec 2025	Jul 2027
19b. Community Growth Area - Hamilton	FBC1: Woodhead Primary School Extension									various	various
	FBC2: Hightstonehall Road Upgrade Works	C	C	C	C	C	C	G	Aug 2018	Aug 2019	
	FBC3: Woodfoot Road Transport Corridor Improvements	C	C	C	C	C	C	G	Nov 2018	Apr 2019	
	FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)	C	C	C	C	C	C	G	Apr 2019	Dec 2019	
	FBC5: Wellhall Road/Hillhouse Road Junction (****)	D	n/a	n/a	n/a	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	n/a	n/a	n/a
	FBC7: Calderside Academy	D	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
19c. Community Growth Area - Larkhall	Holy Cross High Extension									various	various
	Glengowan Primary School Extension	C	F	G	G	G	G	G	Dec 2025	Jul 2027	
	Larkhall Nursery Extension	C	C	C	G	G	G	G	Aug 2021	Jun 2022	
	Merryton Roundabout & Link Road	C	n/a	n/a	n/a	n/a	n/a	G	n/a	n/a	n/a
	A72 Lanark Road / M74 Signallisation	C	F	G	G	G	G	F	May 2026	Dec 2027	
	M74 Works	C	C	C	G	G	G	G	May 2023	Jun 2024	
	Community Facility (Larkhall Leisure Centre)	C	F	G	G	G	G	F	Sep 2026	Oct 2027	
		C	F	G	G	G	G	F	May 2026	May 2028	
19d. Community Growth Area - East Kilbride	Park and Ride Facility - Hairmyres									various	various
	New Primary School (Phase 1) - Jackton	C	C	C	C	G	G	G	Sep 2024	Jul 2025	
	Our Lady of Lourdes Primary School	C	C	C	C	G	G	G	Feb 2022	Aug 2023	
	St Andrews/St Brides High School	C	C	C	C	G	G	G	Nov 2023	Aug 2024	
		C	G	G	G	G	G	G	Dec 2025	Jul 2027	
West Dunbartonshire Council											
20. Exxon Site Development Project		C	C	C	C	G	G	G	G	Jul 2023	Oct 2027
Regional Projects											
21. Clyde Metro Case for Investment		n/a	n/a	n/a	n/a	G	G	G	F	n/a	various
22. Enabling Commercial Space (ECS)											Dec 2028
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)	C	n/a	n/a	F	G	G	G	F	Oct 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	A	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

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisat.	Approved CEG FBC dates	End of Construction
ECS GCC	Red Dalmarnock (New Build)	n/a	n/a	F		G	G	G	F	Dec 2025	Dec 2026
ECS: IC	Inchgreen (New Build)		n/a	n/a	F	G	G	G	F	Oct 2027	Dec 2029
ECS: IC	Crescent St (New Build)		n/a	n/a	F	G	G	G	F	Oct 2027	Dec 2029
ECS: IC	Kelburn (New Build)		n/a	n/a	F	G	G	G	F	Oct 2027	Dec 2029
ECS: IC	Ingleston Park (Refurbishment)		n/a	n/a	F	G	G	G	F	Oct 2027	Dec 2029
ECS: NLC	Ravenscraig (New Build) ph. 1		n/a	n/a	F	G	G	G	F	Jan 2026	Mar 2027
ECS: NLC	Ravenscraig (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	Dec 2029
ECS: SLC	Red Tree Labs, Shawfield Innovation Campus (New Build)		n/a	n/a	F	G	G	G	F	tbc	Dec 2028
ECS: SLC	Industrial Unit (Upgrades and Retrofit)		n/a	n/a	F	G	G	G	F	tbc	Dec 2027
ECS: WDC	John Knox Street (New Build)		n/a	n/a	F	G	G	G	F	tbc	March 2026
ECS: WDC	Ash Road (Refurbishment)		n/a	n/a	F	G	G	G	F	tbc	Dec 2026

Appendix 2: PROJECTS MILESTONE DATES

Member Authority	Main Project	Sub Project	SBC Cabinet Approval Date	OBC CEG Approval Date	OBC Cabinet Approval Date	Augmented OBC CEG Approval Date	Augmented OBC Cabinet Approval Date	OBC Cabinet Consolidated (*)	FBC CEG / Del. Auth. Approval Date	FBC Cabinet Approval Date	Papers Submission Deadline	Award of Contract	Approved Construction Start	Approved Construction End
INFRASTRUCTURE PROGRAMME														
EDC	1. Place and Growth Programme	Westerhill Development Road	11/02/2020	Nov 2024	Nov 2024	n/a	n/a	01/11/2024	various	various	various	various	various	various
		A803 Sustainable Travel Corridor				-	-		May 2026	no date	Mar 2026	no date	Jun 2026	Apr 2028
		Bishopbriggs Town Centre Regeneration							no date	no date	no date	no date	no date	no date
									May 2026	no date	Mar 2026	no date	Jun 2026	May 2027
ERC	2. M77 Strategic Corridor	Levern Works	23/06/2015	05/08/2015	18/08/2015	various	various	various	various	various	various	various	various	various
		Business Boost				31/01/2019	12/02/2019	12/02/2019	18/08/2015	18/08/2015	Sep 2015	Oct 2015	Nov 2015	Aug 2016
		Aurs Road Realignment				as above	as above	as above	30/11/2017	n/a	Feb 2018	Mar 2018	Mar 2018	Mar 2019
		Balgraystone Road				28/03/2019	09/04/2019	09/04/2019	25/10/2023	n/a	15/09/2023	Nov 2023	Dec 2023	Mar 2026
		Balgray Station				as above	as above	as above	28/03/2019	n/a	Feb 2019	May 2019	Jun 2019	Apr 2020
		Levern Valley Link				27/07/2023	08/08/2023	08/08/2023	05/09/2024	n/a	25/07/2024	Feb 2025	Jul 2025	Oct 2026
		Balgray Visitor Facilities				Oct 2023	Oct 2023	Oct 2023	Sep 2024	n/a	Aug 2024	Oct 2024	Nov 2024	Nov 2025
						24/10/2024	05/11/2024	05/11/2024	18/12/2025	n/a	24/10/2025	Apr 2026	May 2026	Dec 2026
GCC	3. Canal and North Gateway	FBC1: Sighthill: Remediation (Contract 1)	18/08/2015	02/12/2015	15/12/2015	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
		FBC 2: Sighthill Remediation (Contract 2)							15/12/2015	15/12/2015	Nov 2015	Dec 2015	Dec 2015	Nov 2017
		FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill							18/10/2016	18/10/2016	Sep 2016	Mar 2017	Mar 2017	Apr 2023
		FBC4: NGIWMS - Smart Canal							29/03/2018	10/04/2018	Feb 2018	Apr 2018	Jun 2018	Jul 2019
		NGIWMS: Cowlairs Link							29/03/2018	10/04/2018	Feb 2018	Jun 2018	Jun 2018	Jun 2019
		FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Link							11/08/2022	n/a	17/06/2022	Aug 2022	Aug 2022	Aug 2023
		FBC 7: Sighthill M8 Pedestrian Bridge							29/05/2019	n/a	Apr 2019	May 2019	Jun 2019	Feb 2022
		FBC 6: Speirs Lock: Garscube Toll & Links							30/01/2020	n/a	13/12/2019	Jan 2020	Mar 2020	Jul 2022
		Port Dundas: Dobbies Loan							28/11/2019	n/a	25/10/2019	Dec 2019	Dec 2019	Feb 2022
		Port Dundas: Pinkston Access and Remediation							18/12/2025	n/a	24/10/2025	Feb 2026	Feb 2026	Nov 2026
		Cowlairs: Remediation & Servicing							Dec 2026	n/a	Nov 2025	Feb 2027	Feb 2027	Aug 2027
									28/07/2022	n/a	17/06/2023	Aug 2022	Aug 2022	Aug 2023
GCC	4. Collegelands Calton Barras	High Street Public Realm and Connectivity	18/08/2015	30/03/2016	12/04/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
		FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)							Jun 2026	n/a	May 2026	Aug 2026	Jul 2026	Sep 2027
		FBC 2: Meat Market Site Remediation							20/08/2024	n/a	26/04/2024	Aug 2024	Jan 2025	Jul 2025
		FBC5: Meatmarket Public Realm and Listed Structures							30/06/2019	n/a	May 2019	Jun 2019	Jun 2019	Aug 2020
		FBC 3: Calton Barras Action Plan – Junction Improvements							01/11/2024	n/a	Sep 2024	Jan 2025	Feb 2025	Nov 2026
		FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1							20/06/2019	n/a	01/05/2019	27/06/2019	27/06/2019	18/04/2020
									24/05/2017	06/06/2017	Apr 2017	Jan 2018	Jan 2018	Jul 2018
GCC	5. City Centre Enabling Infrastructure Integrated Public Realm	FBC1: Sauchiehall Street Avenue	18/08/2015	30/11/2016	13/12/2016	29/11/2018	11/12/2018	11/12/2018	various	various	various	various	various	various
		FBC5: Block A - Argyle St West (M8 Kingston Bridge – Union Street)							01/12/2017	n/a	Nov 2017	Dec 2017	Jan 2018	May 2019
		Block A - Argyle St East (Union Street to-Glasgow Cross)							01/02/2024	n/a	22/12/2023	Jan 2024	Mar 2024	Oct 2025
		Block A - St Enoch's Square - Dixon Street							07/08/2025	n/a	13/06/2025	Oct 2025	Oct 2025	Oct 2027
		Block A - Bath Street East-Cathedral Street							27/07/2023	n/a	16/06/2023	Sep 2023	Nov 2023	Jan 2026
		Block A - Kyle Street - North Hanover Street							Jan 2025	n/a	Dec 2024	Feb 2025	Apr 2025	Dec 2026
		Block A - New City Road (The Underline Phase 2)							27/03/2025	n/a	31/01/2025	Apr 2025	Jun 2025	Dec 2026
		FBC 4: Sauchiehall Street Precinct & Cambridge Street							23/09/2021	n/a	13/08/2021	Oct 2021	Oct 2021	Jun 2023
		FBC3: Holland Street/Pitt St							08/06/2023	n/a	28/04/2023	Jun 2023	Sep 2023	Jul 2025
		Block B - Elmbank Street & Elmbank Crescent							07/12/2022	n/a	Oct 2022	Dec 2022	Mar 2023	Jun 2025
		Block B - Stockwell Street							Feb 2025	n/a	Jan 2025	Mar 2025	May 2025	Nov 2026
									Sep 2025	n/a	Aug 2025	Sep 2025	Jan 2026	Oct 2027

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

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					
		Access and Integrity of Waterfront - Custom House Quay and Carlton Place (##)							Dec 2026	n/a	Nov 2026	Jan 2027	Jan 2027	Jan 2029					
		Access and Integrity of Waterfront - Carlton Place (##)							Dec 2026	n/a	Nov 2026	Feb 2027	Feb 2027	Jan 2029					
		FBC 4: Access and Integrity of Waterfront - Tradeston Phase 1							18/02/2021	n/a	09/12/2020	Dec 2020	Feb 2021	Jul 2021					
		FBC 4: Access and Integrity of Waterfront - Tradeston FBC addendum							28/10/2022	n/a	Oct 2022	Nov 2022	Mar 2023	Oct 2023					
		Access and Integrity of Waterfront - Govan Graving Docks							Apr 2023	n/a	Mar 2023	May 2020	Apr 2023	Apr 2024					
		FBC 5: Improving Connectivity between GU and QEUH - Govan-Partick Bridge							25/11/2021	07/12/2021	15/10/2021	Dec 2021	Jan 2022	Sep 2024					
		FBC3: Improving Connectivity between GU and QEUH - Active Travel Route (North)							31/10/2019	n/a	20/09/2019	17/10/2019	Sep 2020	Apr 2022					
		Improving Connectivity between GU and QEUH - Active Travel Route (South) (***)							Aug 2023	n/a	Jul 2023	Sep 2023	Sep 2023	Feb 2025					
IC	8. Inchgreen	Inchgreen Ph. 1	12/02/2019	28/01/2021	01/06/2021	n/a	n/a	01/06/2021	various	various	various	various	various	various					
						n/a	n/a		17/03/2022	n/a	04/02/2022	Apr 2022	Apr 2022	Mar 2024					
		Inchgreen Ph. 2 (New Local Project)				n/a	n/a		Mar 2026	n/a	Jan 2026	Apr 2026	Apr 2026	Dec 2027					
		9. Ocean Terminal		20/10/2015	27/09/2017	10/10/2017	various	various	various	various	various	various	various	various					
IC		Marine Works					29/05/2019	04/06/2019	04/06/2019	29/05/2019	04/06/2019	May 2019	Apr 2019	Jun 2019	Mar 2020				
		Terminal Building					28/11/2019	10/12/2019	10/12/2019	28/11/2019	10/12/2019	25/10/2019	Dec 2019	Apr 2021	Feb 2023				
IC	10. Inverkip		20/10/2015	27/09/2017	10/10/2017	25/10/2023	07/11/2023	07/11/2023	04/12/2024	n/a	13/09/2024	Dec 2024	Jan 2025	Dec 2025					
NLC	11. A8 M8 Corridor Access Improvements	Eurocentral Access Infrastructure (Ph.1 & Ph.2)	18/08/2015	11/08/2022	30/08/2022	n/a	n/a	30/08/2022	various	various	various	various	various	various					
						n/a	n/a		06/11/2025	n/a	03/10/2025	Dec 2025	Jan 2026	Mar 2027					
		Orchard Farm Roundabout				n/a	n/a		Aug 2026	n/a	Jul 2026	Sep 2026	Oct 2026	Oct 2027					
NLC	12. Gartcosh/Glenboig Community Growth Area	Glenboig Link Road - FBC 1	18/08/2015	25/05/2016	06/06/2016	28/03/2019	09/04/2019	09/04/2019	various	various	various	various	various	various					
									18/10/2016	18/10/2016	Sep 2016	Nov 2016	May 2017	Jun 2018					
		Glenboig Link Road - FBC 2							30/12/2016	13/12/2016	Nov 2016	Dec 2016	May 2017	Jun 2018					
		RIA South - FBC WCML Crossing (FBC1)							various	various	various	various	various	various					
NLC		RIA South - New Dual Carriageway Rav to Motherwell (FBC2)								24/09/2020	06/10/2020	n/a	24/12/2021	Feb 2022	Mar 2022				
		RIA North - Dualling of A723 Rav to M8 (FBC3)								06/10/2020	Sep 2026	n/a	Aug 2026	Aug 2026	Oct 2026				
		RIA South - Dualling of Airbles Road and Jnct improvements (FBC4)									06/06/2024	06/08/2024	26/04/2023	Jul 2024	Oct 2024				
		East Airdrie Link Road									Dec 2027	n/a	31/11/2027	Jan 2028	Feb 2028				
		Motherwell Town Centre Interchange									Apr 2023	06/08/2024	n/a	Mar 2028	May 2028				
		29/03/2018									10/04/2018	29/05/2019	04/06/2019	03/11/2021	Sep 2021				
RC	14. Clyde Waterfront and Renfrew Riverside (CWRR)		23/06/2015	30/11/2016	13/12/2016	02/08/2018	14/08/2018	14/08/2018	25/02/2021	06/04/2021	15/01/2021	Mar 2021	Jul 2021	Apr 2025					
RC	15. Glasgow Airport Investment Area (GAIA)		23/06/2015			29/11/2018	11/12/2018	11/12/2018	28/03/2019	09/04/2019	Feb 2019	Jun 2019	Jul 2019	14/10/2022					
SLC	16. Cathkin Relief Road		18/08/2015	02/12/2015	20/10/2015	29/05/2019	04/06/2019	04/06/2019	23/05/2019	04/06/2019	Apr 2019	Feb 2016	Apr 2016	Jan 2017					
SLC	17. Greenhills Road		18/08/2015			30/08/2018	09/10/2018	09/10/2018	30/08/2018	09/10/2018	Jul 2018	Nov 2018	Mar 2019	Sep 2023					
SLC	18. Stewartfield Way/East Kilbride Town Centre	Stewartfield Way Capacity Enhancement	01/06/2021	various	various	n/a	n/a	various	Jun 2026	n/a	Apr 2026	Jul 2026	Oct 2026	Oct 2028					
						24/10/2024	24/10/2024		Jun 2026	n/a	May 2026	Jul 2026	Oct 2026	Oct 2028					
		East Kilbride Town Centre (FBC1: Demolition Contract)				13/02/2025	25/02/2025		24/10/2024	25/02/2025	n/a	25/07/2025	Jan 2026	Feb 2026	Jul 2028				
		East Kilbride Town Centre (FBC2: Civic Hub)				Aug 2026	n/a		Jun 2026	Sep 2026	Oct 2026	Jul 2028							
		East Kilbride Town Centre (FBC3: Housing Enabling Works)				Aug 2026	n/a		Jun 2026	Sep 2026	Oct 2026	Aug 2027							
SLC	19. SLC Community Growth Area		18/08/2015	02/12/2015	15/12/2015	02/08/2018	various	various	various	various	various	various	various	various					
SLC	19a. Community Growth Area (CGA) - Newton	Newton CGA Park and Ride				02/08/2018	14/08/2018	14/08/2018	various	various	various	various	various	various					
						24/05/2017	06/06/2017		Apr 2017	May 2017	Jun 2017	Dec 2017							
						03/02/2016	16/02/2016		Jan 2016	Feb 2016	Feb 2016	Aug 2017							
						29/11/2018	n/a		Oct 2018	Dec 2018	Mar 2019	Sep 2019							
		Sustainable Transport Intervention	14/05/2025			n/a	14/03/2025		Jun 2025	Jun 2025	Jun 2026								

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
		Uddington Grammar School							18/12/2025	n/a	24/10/2025	Dec 2025	Feb 2026	Jul 2027
SLC	19b. Community Growth Area - Hamilton	FBC1: Woodhead Primary School Extension							various	various	various	various	various	various
		FBC2: Highstonehall Road Upgrade Works							02/08/2018	14/08/2018	Jul 2018	Aug 2018	Sep 2018	Aug 2019
		FBC3: Woodfoot Road Transport Corridor Improvements							29/11/2018	n/a	Oct 2016	Aug 2018	Aug 2018	Apr 2019
		FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)							25/04/2019	n/a	Mar 2019	Apr 2019	Jun 2019	Dec 2019
		FBC5: Wellhall Road/Hillhouse Road Junction (****)							20/08/2024	n/a	Jun 2024	Sep 2024	Jan 2025	Nov 2025
		FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions (****)							20/08/2024	n/a	Jun 2024	Sep 2024	Oct 2024	Jul 2025
		FBC7: Calderside Academy							14/05/2025	n/a	44/03/2025	Jun 2025	Jul 2025	Jul 2026
SLC	19c. Community Growth Area - Larkhall	Holy Cross High Extension							various	various	various	various	various	various
		Glengowan Primary School Extension							18/12/2025	n/a	24/10/2025	Dec 2025	Feb 2026	Jul 2027
		Larkhall Nursery Extension							02/08/2021	n/a	18/06/2021	Jul 2021	Aug 2021	Jun 2022
		Merryton Roundabout & Link Road							n/a	n/a	n/a	Mar 2021	Mar 2021	Aug 2021
		A72 Lanark Road / M74 Signalisation							May 2026	n/a	Mar 2026	May 2026	Jun 2026	Dec 2027
		M74 Works							25/05/2023	n/a	28/04/2023	Dec 2023	Dec 2023	Jun 2024
		Community Facility (Larkhall Leisure Centre)							Sep 2026	n/a	Jul 2026	Sep 2026	Oct 2026	Oct 2027
SLC	19d. Community Growth Area - East Kilbride	Park and Ride Facility - Hairmyres							various	various	various	various	various	various
		New Primary School (Phase 1) - Jackton							04/09/2024	n/a	21/08/2024	05/09/2024	Oct 2024	Jul 2025
		Our Lady of Lourdes Primary School							03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023
		St Andrews/St Brides High School							03/11/2023	n/a	15/09/2023	Nov 2023	Nov 2023	Aug 2024
									18/12/2025	n/a	24/10/2025	Dec 2025	Feb 2026	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
Reg Pj	21. Clyde Metro Case for Investment		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2026
Reg Pj	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
EDC	<u>ECS: EDC</u>	Southbank House (Refurbishment)							Feb 2028	tbc	tbc	Mar 2028	Mar 2028	Dec 2028
ERC	<u>ECS: ERC</u>	Robertson Street Industrial Units (Improvements/Replacement)							Oct 2026	tbc	tbc	Nov 2026	Mar 2027	Oct 2028
ERC	<u>ECS: ERC</u>	Crossmill Industrial Units (New Build)							Jun 2026	tbc	tbc	Jul 2026	Oct 2026	Nov 2027
GCC	<u>ECS: GCC</u>	The Lighthouse Ph.2 (Refurbishment)							Sep 2026	tbc	tbc	Oct 2026	Oct 2026	Jun 2027
GCC	<u>ECS: GCC</u>	Clyde Waterfront Innovation Campus (Enabling Infrastructure)							Oct 2027	tbc	tbc	Nov 2027	Jan 2028	Jun 2029
GCC	<u>ECS: GCC</u>	Red Dalmarnock (New Build)							18/12/2025	tbc	24/10/2025	18/12/2025	Jan 2026	Dec 2026
IC	<u>ECS: IC</u>	Inchgreen (New Build)							Oct 2027	tbc	tbc	Nov 2027	Dec 2027	Dec 2029
IC	<u>ECS: IC</u>	Crescent St (New Build)							Oct 2027	tbc	tbc	Nov 2027	Dec 2027	Dec 2029
IC	<u>ECS: IC</u>	Kelburn (New Build)							Oct 2027	tbc	tbc	Nov 2027	Dec 2027	Dec 2029
IC	<u>ECS: IC</u>	Ingleston Park (Refurbishment)							Oct 2027	tbc	tbc	Nov 2027	Dec 2027	Dec 2029
NLC	<u>ECS: NLC</u>	Ravenscraig (New Build) ph. 1							Jan 2026	tbc	tbc	Feb 2026	Mar 2026	Mar 2027
NLC	<u>ECS: NLC</u>	Ravenscraig (New Build) ph. 2							Sep 2026			Oct 2026	Nov 2026	Nov 2027
NLC	<u>ECS: NLC</u>	Westpoint (New Build)							Aug 2027	tbc	tbc	Sep 2027	Nov 2027	Sep 2028
RC	<u>ECS: RC</u>	Tech Terrace AMIDS (New Build)							May 2026	tbc	tbc	tbc	May 2026	Dec 2027
SLC	<u>ECS: SLC</u>	Cathcart Road (New Build)							Dec 2025	tbc	Oct 2025	Sep 2025	Dec 2025	Dec 2029
SLC	<u>ECS: SLC</u>	Red Tree Labs, Shawfield Innovation Campus (New Build)							tbc	tbc	tbc	tbc		Dec 2028
SLC	<u>ECS: SLC</u>	Industrial Unit (Upgrades and Retrofit)							tbc	tbc	tbc	tbc		Dec 2027
WDC	<u>ECS: WDC</u>	John Knox Street (New Build)							tbc	tbc	tbc	tbc		Mar 2026
WDC	<u>ECS: WDC</u>	Ash Road (Refurbishment)							tbc	tbc	tbc	tbc	Dec 2025	Dec 2026

Appendix 3: PROGRAMME RISK REGISTER

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

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported ⁱⁱ	Risk Owner	Responsible Officer	Inherent Likelihood	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Likelihood	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>	G.	PMO-Director of Regional Economic Growth	PMO-Finance Manager	4	4	16	Very High	Treat	Member Authorities must receive local approval for their 14% funding contribution and their own Business Cases prior to submitting this to the GCR PMO for appraisal. Individual Member Authorities assess the priority of their proposed City Deal projects alongside their own wider capital investment programmes for their local area. Debt financing costs will be met from Member Authority resources and be in line with the Prudential Borrowing Code. Member Authorities' financial positions continue to be assessed via quarterly financial monitoring. Project Status Report template has been extended to capture external funding sources for projects and this funding and associated spend is now also being reported to PMO by MAs and reviewed. Member Authorities continue to face increased pressures on their capital programmes. Approval has been granted by the UK and Scottish govt 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 / 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. EDC and ERC have both received local approval to increase their Additional Member Contributions over the period. <i>Delivery Confidence returns submitted 10/10/2025 have not indicated any funding issues across 22 projects.</i>	4	2	8	Medium	24/10/2025	↔
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 homeworking and hybrid-working employment patterns.</p> <p>EFFECT: reduced grant due to failure to meet Deal Payment by Results targets</p>	A.	PMO-Head	PMO-Head	4	4	16	Very High	Treat	The Programme wide Reprogramming exercise which commenced in Dec 2020 has now concluded. All Member Authorities have now restated their programme finances, scope and timescales. Gateway 2 Review outputs delivered to date show positive progress. Outcomes that were not captured in project OBCs and, as such, are described as 'windfall' were reported for the first time in the QPR for Q1 2024/25 for some projects and included within the Gateway Review 2 evidence reports. The PMO includes windfall outcomes reported by MAs in the QPR to record the outcomes from this unplanned (private sector) investment that are not captured within economics such as project Benefit Cost Ratios (BCRs). The Programme Level BCR remains positive following the submission of MAs' individual Reprogramming Reports. The Gateway 2 Approval Letter was received June 2025. <i>Delivery Confidence returns submitted 10/10/2025 have not indicated any Benefits Realisation issues across 22 projects.</i>	4	2	8	Medium	24/10/2025	↔
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>	G.	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Transfer	The responsibility for securing follow on investment described in each of the OBCs lies with individual MAs and arrangements for attracting inward investment are appraised by the PMO as part of the business case appraisal process with monitoring on follow on outcomes on a quarterly basis. The Economic Delivery Group and Regional Partnership remits have been extended to support benefits realisation at a Programme level through the Benefits Dependencies Register. Portfolio working groups and partners addressing wider place-making and investor attractiveness via development of refreshed Regional Economic Strategy. 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. <i>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.</i>	4	2	8	Medium	24/10/2025	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Sustained II	Risk Owner	Responsible Officer	Inherent Likelihood	Inherent Probability	Inherent Risk	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Likelihood	Resid. Risk	Resid. Rank	Date Reviewed	Movement to score in period
rsk 0042	15/01/2021	Open	Sustainable Procurement	Achievement of Community Benefits	RISK: The commitments within the Regional Sustainable Procurement Strategy are not implemented by all MAs. 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. EFFECT: Loss of opportunities in Contracts and Non delivery of Benefit Outcomes.		PMO-Head	PMO-Head	3	4	12	High	Treat	MA are expected to report the securing and delivery of Community Benefits (CBs) using the Cenfets online reporting tool as set out in the Programme Management Toolkit and this is appraised as part of the business case appraisal process. 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.	3	2	6	Medium	24/10/2025	↔
rsk 0003	14/11/2017	Open moved from Issue Log (is_0013)	Professional	Submission of Incomplete Business Cases by MAs	RISK: Impact on project delivery 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. EFFECT: The submission of late and/or incomplete business cases compromises the business case approval process and the outsourcing of reviewers to form the appraisal team. .	N/A	PMO-Head	PMO - Programme Mgr	3	3	9	Medium	Treat	Additional guidance on business case submission process has been included within the Programme Management Toolkit. Audit of compliance with business case submissions completed and approved at 02/06/2020 Cabinet. Follow-up actions from the Audit successfully completed. Scheme of Delegation approved by CEG and Cabinet in August 2020 giving permission for Director of Regional Economic Growth to approve compliant FBCs below £4.5m which are aligned to approved OBC. Member Authorities providing presentation of business cases to PMO at time of submission resulting in fewer 'partly compliant' ratings in business case appraisals/fewer resubmissions of each business case. The Incoming Document Tracker being trialled by the PMO is a new mechanism to record and track the series of actions in the business case appraisal process including presentations and revisions. Green Book training completed by PMO and Lead Officers May 2024. Appraisal Table has been reviewed and updated by the PMO for issue to Lead Officers' Group following completion of Green Book training in 2024. All Outline Business Cases have now been approved. 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	24/10/2025	↔
rsk 0008	24/01/2020	Open	Socio-Political	Political and public support for City Deals / Growth Deals	RISK: Loss of political and/or public support for the City Deal CAUSE: Political decisions / change in policy priorities / local opposition to individual projects. 2024 General Election/ new legislation EFFECT: City Deal/Growth Deal Programme funding impacted / negative public perception of Deal projects	G.	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Treat	Maintain support for City Deal through ongoing communication with governments, key stakeholders and public regarding Deal benefits. Regular updates on Programme and Project progress are issued via media / social media. A Programme Communication, Marketing and Engagement Strategy in place. Forward plan of comms activity for key milestones. Progress and relevant matters including FOIs and journalist enquiries are raised / discussed at each GCR Comms Group and considered in relation to likely media interest, planned media releases and coverage. Both governments expressed their ongoing support for the Glasgow City Region Deal and recognised the significant progress at the Annual Conversation 2024. 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.	2	2	4	Low	24/10/2025	↔
rsk 0013	24/01/2020	Open	Environmental	Sustainability, efficient use of natural resources and Climate Change	RISK: Failure to address sustainability and efficient use of natural resources and Climate Change including failure to produce energy consumption savings and reducing emissions. CAUSE: MA not considering sustainable solutions and not including the relevant expertise in the design and delivery of the programme. EFFECT: MAs not fulfilling commitments to residents. Council fails to meet Carbon Reduction or Climate Change Targets.	D.	PMO-Head	PMO-Head	3	2	6	Medium	Treat	The annual update report on the Sustainable Procurement Strategy and the updated Action Plan for 2024/25 was approved by Regional Partnership December 2024. The GCR has been working closely with the Scottish Government in relation to carbon accounting for City Deal projects. A Carbon Categorisation section has been added to the Project Status Report capturing control and influence categorisation. Programme Manager attending Scottish City Deal Decarbonisation Working Group. Lead Officers undertook a carbon classification exercise for all their projects in accordance with the Scottish City Region and Growth Deals Carbon Management Guidance for Projects and Programmes and in October 2022, the Sustainable Development Manager of the Scottish Government received the carbon categories for 111 subprojects. The Scottish Government's Sustainable Procurement Tools are fully embedded in the refreshed Buyers Guide that was signed off by PSG 13 July 2023. The Sustainable Development Manager at SG delivered a session on the "Application of PAS 2080 in Difficult Circumstances" in Oct 2023 for all project managers. PMO submitted a revised Carbon Accounting summary to the SG end Nov 2023. Programme Manager attended and presented on implementation of the Scottish and UK Government Carbon Management Guidance for Projects and Programme at the ICE Scotland PAS 2080 on 29 August 2024. Decarbonisation technical director at WSP presented to PSG meeting on 25/07/2024 about Contracts, climate change & Infrastructure. Further Carbon Management training was delivered by the Scottish Government on 9/9/25 with PMO and Lead Officers in attendance.	2	2	4	Low	24/10/2025	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Sustained II	Risk Owner	Responsible Officer	Inherent Likelihood	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Likelihood	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
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>	N/A	PMO-Head	PMO-Finance Manager	4	3	12	High	Treat	FSG continue to monitor actual spend compared with projected spend each quarter. GCR continues to spend ahead of grant receipt and has absorbed accelerated funds of £65m in 2020/21 and £32m in 2021/22. Expenditure is currently running £157m above grant awards with £15m still to be paid from 24/25 and £60m per annum in subsequent years. Delays with the development of the Strategic Transport Project Review (STPR2) Delivery Plan had heightened the risk that Glasgow Airport Access Project funding may not be able to be spent and claimed by required timescales. Reallocation of GAAP funds has now been approved by governments with spending plans developed. Projected spend forecasts remain ahead of grant receipt. Projects have been identified and some sums already approved for members to spend the sums reallocated from the Airport Access Project. Emphasis has been placed on construction end dates for members as there have been many delays to projects over the programme thus far. Ensuring the projects meet their projected spend profile will also ensure the project spend is achieved and there are no major overspends or even underspends resulting from incomplete projects. <i>Inverclyde Council has submitted a Change Control Request seeking to vire the remaining funds from Ocean Terminal to Inchgreen Phase 2 project.</i>	3	1	3	Low	14/10/2025	↔	
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>	G.	PMO-Head	PMO-Head	4	3	12	High	Treat	Commitments from Cabinet to contribute to new / emerging policy priorities including Inclusive Growth and Tackling Poverty. Government announcement in January 2020 of Clyde Mission, a new initiative of national importance which will include a number of City Deal projects within its geography. £10 million of funding for Clyde Mission projects announced in Summer 2020 with successful applicants confirmed Jan 2021. National Planning Framework 4 references Metro project as national priority. Clyde Mission was migrated to the GCR August 2023 to lead delivery. Transport Scotland's STPR2 Phase Two report has shifted 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. <i>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.</i>	3	1	3	Low	14/10/2025	↔	
rsk 0002	24/01/2020	Open	Finance	Green Book Compliance	<p>RISK: Inadequate implementation of Green Book methodology resulting in challenges to Business Case approvals made by CEG/Cabinet</p> <p>CAUSE: MAs submitting non-compliant BCs and external consultancies/PMO failure to appraise BC in compliance with Green Book.</p> <p>EFFECT: Loss of grant, further work on business cases, requirement to re-assess and approve existing Projects.</p>	N/A	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Treat	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	14/10/2025	↔	

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Sustained II	Risk Owner	Responsible Officer	Inherent Likelihood	Inherent Probability	Inherent Risk	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Likelihood	Resid. Probability	Resid. Risk	Resid. Rank	Date Reviewed	Movement to score in period
rsk 0005	24/01/2020	Open	Financial / reputational	Governance procedures are not fit for purpose	<u>RISK</u> : Governance processes and procedures are not fit for purpose impacting on Gateway Review success <u>CAUSE</u> : Assurance Framework not providing full coverage of all governance requirements. PMO/MAs not complying with Framework. <u>EFFECT</u> : Potential for non compliance with Grant Agreement conditions leading to claw back of funding/negative audit reports and fraud. bribery etc.	N/A	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	14/10/2025	➡

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	<u>ISSUE:</u> cost of energy and material cost impacted by international situations <u>CAUSE:</u> 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. <u>EFFECT:</u> negative impact on scope, project timescales and costs.	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 rescoped 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. <i>Evidence of inflation costs have now been approved for NLC, WDC, EDC, RC, GCC (partial - one of three projects) unlock reallocated funds. SLC submitted evidence for approval 20/10/2025.</i>	PMO / MA	Ongoing	Medium	Open	24/10/2025
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	<u>ISSUE:</u> Failure to secure interest in the Project from bidders and failure to retain bidders. <u>CAUSE:</u> 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. <u>EFFECT:</u> Lack of competition leading to higher cost. Increased Project cost (impact on NPV), delay in Project delivery.	Projects are continuing to undertake a range of mitigations. During competitive dialogue reconsider scope, standards of works to meet budget constraints. Clarity of MAs affordability threshold shared with Bidders in early stages of the Project. Projects continue soft market testing through OBC to refine offering based on market feedback. February 2022 PMO led an exercise for a Lessons Learned Report re procurement issues experienced by all MAs for City Deal contracts during 2021/22 to better understand where price rises are particularly acute and mitigations which have been implemented. Since then, lessons learned (LL) and knowledge sharing has been a standing agenda item at PSG and LOG are provided with LL update summary following each PSG meeting. A Lesson Learned Report on Contract Clauses and Management created by GCC has been shared with all Member Authorities in December 2023. 7 MAs attended the Meet the Buyer event at Hampden in June 2024. Market conditions continue to be monitored at quarterly meetings of the Procurement Support Group. Feedback is that the market still in charge with contractors seeking to transfer risk to MAs. The gap with Scotland Excel framework has been reported as an issue by a number of MAs requiring them to select different procurement routes. <i>No failed procurement exercises reported Q2 2025/26.</i>	PMO / MA	Ongoing	Medium	Open	24/10/2025

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]	3.51	31.56	47.70	50.35	(66.16%)	(62.68%)
Cycle Routes (shared) (Enhanced) [km]	0.00	0.04	0.04	1.99	(100%)	(2.01%)
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	0.00	0.00	-	-
Ground Remediation [cbm]	0.00	9.75	10.50	11.50	(92.86%)	(84.78%)
Junctions / Crossings (Enhanced) [no.]	8	49	89	135	(55.06%)	(36.3%)
Junctions / Crossings (New) [no.]	2	15	14	32	(107.14%)	(46.88%)

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 (Enhanced) [no.]	35	121	86	205	(140.7%)	(59.02%)
Lighting (New) [no.]	0	90	90	308	(100%)	(29.22%)
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	74	(240%)	(32.43%)
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	15.58	(14.22%)	(18.07%)
Pedestrian Routes (New) [km]	2.95	31.22	34.32	38.46	(90.96%)	(81.18%)
Public Realm (Enhanced) [Ha]	0.63	12.06	18.77	21.32	(64.26%)	(56.58%)
Public Realm (New) [Ha]	1.25	22.92	26.71	25.85	(85.81%)	(88.67%)
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	0	0	1	-	-
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]	0.00	11.81	27.78	38.38	(42.5%)	(30.76%)
Road (New) [Km]	0.73	18.31	19.78	34.51	(92.57%)	(53.06%)
Trees [no.]	0	0	0	0	-	-
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
ERC	Balgraystone Rd	Junctions / Crossings (Enhanced) [no.]	2	2	0	2	Complete	Additional Enhanced Junction (New traffic light controlled pedestrian crossing) added - missed from Q1 QPR reporting
GCC	Canal and North Gateway	Cycle Routes (segregated) (New) [km]	7.11	7.11	1.81	7.08	Green	Updated to display cycle routes attributed to: FBC 5 (450m) and FBC 6 (120m) - 570m reported last quarter. (*) M8 bridge cycle route length (844m). (*) Sighthill TRA (4.46 km) and (*) Cowlairs (757m). Note: (*)Outputs attributed were delivered before FY 25/26 but only recorded in Q1 25/26.
GCC	Canal and North Gateway	Pedestrian Routes (New) [km]	7.10	7.10	0.00	6.31	Green	Updated to display pedestrian routes attributed to: Dundashill (250m) reported last quarter (*) M8 bridge cycle route length (844m). (*) Sighthill TRA (4.46 km) and (*) Cowlairs (757m). Note: Outputs attributed were delivered before FY 25/26 but only recorded in Q1 25/26.
GCC	Canal and North Gateway	Public Realm (New) [Ha]	2.90	2.90	1.25	4.28	Complete	The Q4 delivered to date figure (0.33ha) was incorrect and should have been 0.11ha. The new Q1 cumulative benefits to date reflect the 2.92ha delivered in the period and the correction (-0.22ha) to the Q4 figure.
GCC	CWWEIQ	Cycle Routes (segregated) (New) [km]	4	2	1	3	Green	2029 target now provided
GCC	CWWEIQ	Junctions / Crossings (Enhanced) [no.]	20	14	8	12	Green	2029 target now provided
GCC	CWWEIQ	Lighting (Enhanced) [no.]	74	0	35	35	Future	2029 target now provided
GCC	CWWEIQ	Public Realm (Enhanced) [Ha]	2.99	2	0.63	2.20	Green	2029 target now provided
GCC	MGSDP	Blue Green Infrastructure [sqm]	160,000.00	160,000.00	0.00	233,766.92	Green	Output delivered to date: 15ha by South East SWMP and 1ha by Garrowhill SWMP. NOTE: Cumulative Output Delivered to Date is accumulation of submitted FBCs. Figure(s) to be verified per FBC as part of parallel GIS mapping exercise which is ongoing.
IC	Greenock Ocean Terminal	Public Realm (New) [Ha]	0.10	0.10	0.00	0.10	Complete	Q2 25/26 - PMO added the 0.10 delivered into the 2035 column as IC hadn't in their PSR but this has been delivered.
NLC	Eurocentral Access Infrastructure	Pedestrian Routes (New) [km]	0.00	0.00	0.00	0.00	Amber	Q2 25/26 - NLC have removed Pedestrian routes as a category as it was being double counted as part of the Shared Cycle Routes
RC	CWRR	Bridges (Road/Rail) and Underpasses (New) [no.]	1	1	0	1	Complete	Bridge delivered and opened to public

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
RC	CWRR	Cycle Routes (segregated) (New) [km]	3.16	3.16	0.00	2.50	Green	2.50km delivered, remaining 0.66km to achieve 2035 target
RC	CWRR	Junctions / Crossings (Enhanced) [no.]	4	4	0	4	Complete	All junctions/crossings have now been upgraded
RC	CWRR	Pedestrian Routes (Enhanced) [km]	1.88	1.88	0.00	0.60	Green	0.60km delivered, 0.8km are ongoing. Remaining 0.48km to achieve 2035 target
RC	CWRR	Pedestrian Routes (New) [km]	3.51	3.51	0.00	3.60	Complete	3.60km delivered (90m more than originally planned)
RC	CWRR	Public Realm (Enhanced) [Ha]	1.00	0.50	0.00	0.20	Green	0.20Ha delivered, remaining 0.8Ha to achieve 2035 target
RC	CWRR	Public Realm (New) [Ha]	2.00	1.00	0.00	4.10	Complete	4.1Ha delivered (2.1Ha more than originally planned)
RC	CWRR	Road (Enhanced) [Km]	0.52	0.52	0.00	0.60	Complete	0.60km delivered (80m more than originally planned)
RC	CWRR	Road (New) [Km]	1.76	1.76	0.00	1.90	Complete	1.90km delivered (140m more than originally planned)
SLC	CGA - East Kilbride	Cycle Routes (segregated) (New) [km]	0.60	0.00	0.60	0.60	Complete	Due to Scope completion of Hairmyres Park and Ride
SLC	CGA - East Kilbride	Junctions / Crossings (New) [no.]	2	0	2	2	Complete	Due to Scope completion of Hairmyres Park and Ride
SLC	CGA - East Kilbride	Parking Spaces for Bikes [no.]	24	0	24	24	Complete	Due to Scope completion of Hairmyres Park and Ride
SLC	CGA - East Kilbride	Parking spaces for Electric Vehicles' (Evs) Charging [no.]	97	0	97	97	Complete	Due to Scope completion of Hairmyres Park and Ride
SLC	CGA - East Kilbride	Parking spaces (New) [no.]	568	0	568	568	Complete	Due to Scope completion of Hairmyres Park and Ride
SLC	CGA - East Kilbride	Pedestrian Routes (New) [km]	2.95	0.00	2.95	2.95	Complete	Due to Scope completion of Hairmyres Park and Ride
SLC	CGA - East Kilbride	Road (New) [Km]	0.73	0.00	0.73	0.73	Complete	Due to Scope completion of Hairmyres Park and Ride

Table 6.1 Outcomes Reporting by Category

Outcomes	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)
Blue Green Infrastructure [sqm]	0.00	0.00	0.00	5,170.00	-	-
Properties with reduced flood risk [no.]	0.00	4,211.00	7,178.00	7,178.00	(58.67%)	(58.67%)
Public Realm (New) [Ha]	0.00	0.00	0.18	26.88	-	-
Public Realm (Enhanced) [Ha]	0.00	0.00	0.00	27.13	-	-
Land with reduced flood risk [Ha]	0.00	1,543.00	2,442.77	2,459.97	(63.17%)	(62.72%)
Carriageway with reduced flood risk [km]	0.00	13.81	32.60	32.60	(42.36%)	(42.36%)
Ground Remediation [cbm]	0.00	266,000.00	266,000.00	266,000.00	(100%)	(100%)
Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	3.24	852.78	533.34	1,127.96	(159.9%)	(75.6%)
Total Area of Opportunity Sites [Ha]	3.24	757.18	363.66	893.69	(208.21%)	(84.73%)
Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register [Ha]	0.00	63.59	85.33	269.79	(74.52%)	(23.57%)
Shops (Class 1) (FS_01) [sqm]	0.00	11,578.00	182,003.00	254,840.00	(6.36%)	(4.54%)
Financial, Professional and Other Services (Class 2) [sqm]	0.00	0.00	20,000.00	38,552.00	-	-
Food and Drink (Class 3) [sqm]	0.00	0.00	0.00	2,725.00	-	-
Business (Class 4) [sqm]	0.00	118,928.00	102,654.89	459,222.14	(115.85%)	(25.9%)
Development Platform (Gross External Area) [sqm]	0.00	0.00	0.00	101,200.00	-	-
General Industrial (Class 5) [sqm]	30,832.00	65,504.00	53,954.11	496,784.63	(121.41%)	(13.19%)
Storage of Distribution (Class 6) [sqm]	0.00	0.00	3,099.11	118,294.63	-	-
Hotels and Hostels (Class 7) [sqm]	0.00	0.00	0.00	1,000.00	-	-
Residential Institutions (Class 8) [sqm]	0.00	0.00	0.00	14,560.00	-	-
Residential (Houses and Flats) (Class 9) [sqm]	56,842.00	750,427.00	827,045.00	2,056,935.00	(90.74%)	(36.48%)
Non-residential Institutions [Class 10] [sqm]	0.00	30,669.00	30,669.00	600.00	(100%)	(5111.5%)
Assembly and Leisure (Class 11) [sqm]	0.00	0.00	1,013.80	7,557.00	-	-
Sui Generis [sqm]	0.00	0.00	0.00	520.00	-	-
Visitor centres (New) [no.]	0	0	0.00	0	-	-
Visitors to the visitor centre [no.]	0	0	0.00	0	-	-
Residential Units (HLAA2018.CAPACITY) (New) [no.]	342	11,412	11,395.00	26,634	(100.15%)	(42.85%)
Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	269	5,573	5,557.00	13,400	(100.29%)	(41.59%)
Affordable Housing Units (HLAA TENURE.INT) (New) [no.]	3	791	1,246.00	1,613	(63.48%)	(49.04%)
Social Housing Units (HLAA TENURE.SR) (New) [no.]	0	498	410.00	632	(121.46%)	(78.8%)

Table 6.2: Outcomes Changes in period

MA	PROJECT	Output Reference	Benefit Output/Outcome	Estimated Project Benefit by 2035	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	3	23	Green	Additional 3 units reported in this period bringing the cumulative to date to 23 - ERC
ERC	New Railway Station	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	471	9	195	Green	Additional 9 units reported in this period bringing the cumulative to date to 195
ERC	New Railway Station	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	559	12	264	Green	Additional 12 units reported in this period bringing the cumulative to date to 264
ERC	New Railway Station	HOUS_04_FO	Social Housing Units (HLAA TENURE.SR) (New) [no.]	46	0	46	Green	In Q1 ERC has mixed up the figures for Affordable Housing and Social Housing.
GCC	Collegelands Calton Barras	HOUS_04_FO	Social Housing Units (HLAA TENURE.SR) (New) [no.]	115.00	0.00	115.00	Green	New category for Social Housing - 115 units reported in this period bringing the
NLC	Gartcosh/Glenboig	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,188	81	956	Green	Additional 81 units reported in this period bringing the cumulative to date to 956
NLC	Gartcosh/Glenboig	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	992	81	873	Green	Additional 81 units reported in this period bringing the cumulative to date to 873
NLC	Gartcosh/Glenboig	LU_02_FO	Total Area of Opportunity Sites [Ha]	49.46	3.24	50.71	Green	Additional 3.24m2 reported in this period bringing the cumulative to date to
NLC	Gartcosh/Glenboig	LU_01_FO	Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	53.95	3.24	51.72	Green	Additional 3.24m2 reported in this period bringing the cumulative to date to
RC	CWRR	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	2,086	102	400	Green	Additional 102 units reported in this period bringing the cumulative to date to
RC	CWRR	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	219,310.00	40,272.00	40,272.00	Green	Additional 40,272m2 reported in this period bringing the cumulative to date to
RC	CWRR	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	2,193	172	477	Green	Additional 172 units reported in this period bringing the cumulative to date to
RC	GAIA	FS_05_FO	General Industrial (Class 5) [sqm]	88,270.00	30,832.00	44,942.00	Complete	Additional 30,832m2 reported in this period bringing the cumulative to date to
SLC	East Kilbride Town Centre	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	225.00	0.00	0.00	Future	New category for Private Housing added in Q1 25_26
SLC	East Kilbride Town Centre	LU_02_FO	Total Area of Opportunity Sites [Ha]	4.05	0.00	0.00	Green	New category for Total Area of Opportunity Site added in Q1 25_26
SLC	East Kilbride Town Centre	LU_01_FO	Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	4.05	0.00	0.00	Green	New category for Total Area Reclaimed added in Q1 25_26
SLC	CGA - Hamilton	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,800	13	995	Green	Additional 13 units reported in this period bringing the cumulative to date to 995
SLC	CGA - Hamilton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	214,500.00	1,430.00	120,230.00	Green	Additional 1,430m2 reported in this period bringing the cumulative to date to
SLC	CGA - Hamilton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,950	13	1,093	Green	Additional 13 unit reported in this period bringing the cumulative to date to 1,093
SLC	CGA - East Kilbride	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	2,044	49	968	Green	Additional 49 units reported in this period bringing the cumulative to date to 968
SLC	CGA - East Kilbride	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	290,840.00	5,390.00	109,120.00	Green	Additional 5,390m2 reported in this period bringing the cumulative to date to
SLC	CGA - East Kilbride	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	2,644	49	992	Green	Additional 49 units reported in this period bringing the cumulative to date to 992
SLC	CGA - Newton	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,500	15	1,244	Green	Additional 15 units reported in this period bringing the cumulative to date to 1,244
SLC	CGA - Newton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	165,000.00	1,650.00	136,840.00	Green	Additional 1,650m2 reported in this period bringing the cumulative to date to
SLC	CGA - Newton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,500	15	1,244	Green	Additional 15 unit reported in this period bringing the cumulative to date to 1,244

Table 6.3 City Deal Contract and Community Benefit Model Summary

GCR City Deal Contract Summary to Q2 2025/26 (up to 30 September 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		18	18	16	2
Value of In Development Pipeline Contracts	£0		£237,149,999	£237,149,999	£208,000,001	£29,149,998.00
Number of Contracts On Hold	0		17	17	17	0
Value of Contracts On Hold	£0		£94,899,999	£94,899,999	£94,899,999	£0.00
Number of Contracts Currently Tendered	0		3	3	3	0
Value of Contracts Currently Tendered	£0		£3,329,549	£3,329,549	£600,000	£2,729,549
Number of In Progress Contracts	8		38	46	58	-12
Value of In Progress Contracts	£241,509		£112,009,761	£112,251,270	£193,424,045	-£81,172,775
Number of Completed Contracts*	295		180	475	447	28
Value of Completed Contracts*	£5,031,581		£377,863,824	£382,895,405	£282,903,868	£99,991,537
Total Number of Contracts Awarded	303		219	522	496	26
Total Value of Contracts Awarded	£5,273,090		£492,003,455	£497,276,545	£478,106,553	£19,169,992
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		163	187	173	14
Value with Contractual Community Benefit	£664,507		£470,833,434	£471,497,941	443,890,019	£27,607,922
Number with Voluntary Community Benefit	26		9	35	35	0
Value with Voluntary Community Benefit	£610,375		£4,905,694	£5,516,069	5,516,069	£0
Number with No Community Benefit	252		46	298	279	19
Value with No Community Benefit	£3,996,208		£14,245,362	£18,241,570	17,882,688	£358,882.00
Number of 'In Progress' Contracts with No Community Benefit	6		6	12	15	-3
Value of 'In Progress' Contracts with No Community Benefit	£196,520		£2,014,045	£2,210,565	£3,136,018	-£925,453
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	55%	35%	33%	2%
Contracts Awarded to an SME	148	£85,601,795	28%	17%	18%	-1%
Contracts Awarded to a Local SME	97	£54,525,287	19%	11%	11%	0%

Table 6.4 Community Benefit Outcomes by each Authority by Category

Community Benefit Delivery by Category (Cumulative) -	Member Authority	Total Number Obtained	Obtained this Period	Total Delivered	Delivered this Period	Total In Progress	In Progress This Period	Total Not Started	Not Started this Period	Total Not Delivered	Not Delivered this Period	Total Substituted	Substituted this Period	Total Overdue	Overdue this Period
Targeted Recruitment & Employment	ERC	17	-16	13	0	4	-16	0	0	0	0	0	0	0	0
	GCC	168	13	127	18	26	8	1	0	4	0	9	2	1	-4
	GCR	1	0	0	0	0	0	1	0	0	0	0	0	0	0
	IC	23	0	23	13	0	0	0	0	0	0	0	0	0	0
	NLC	33	0	27	4	1	-2	1	-2	0	0	3	0	2	1
	PMO	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	RC	51	0	30	1	11	-1	8	0	0	0	2	0	0	0
	SLC	72	2	61	2	0	0	1	-2	2	0	8	2	0	0
	WDC	3	2	1	1	2	2	0	0	0	0	0	0	0	0
	ALL - City Deal	368	1	282	39	44	-9	12	-4	6	0	22	4	3	-3
Targeted Skills & Training	EDC	36	2	34	21	2	-11	0	0	0	0	0	0	0	0
	ERC	95	-1	83	-6	12	12	0	0	0	-3	0	0	0	0
	GCC	509	14	323	11	32	4	25	0	42	5	84	8	3	-10
	GCR	15	0	7	0	7	0	0	0	0	0	1	0	0	0
	IC	10	10	3	0	0	0	0	0	3	0	4	0	0	0
	NLC	209	39	111	29	0	-7	48	8	4	1	17	7	26	1
	PMO	4	0	2	0	0	0	0	0	1	0	1	0	0	0
	RC	82	0	58	1	3	-1	21	0	0	0	0	0	0	0
	SLC	75	0	67	5	0	0	3	-7	1	0	4	1	0	0
	WDC	29	23	6	2	23	21	0	0	0	0	0	0	0	0
Qualifications	All - City Deal	1064	87	694	63	79	18	97	1	51	3	111	16	29	-9
	ERC	12	0	12	0	0	-12	0	0	0	0	0	0	0	0
	GCC	60	0	56	0	0	0	0	0	2	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	2	0	0	2	2	0	0	0	0	0	0	0	0
Community Engagement - Non Financial Only	All - City Deal	224	2	193	0	2	-10	20	0	2	0	7	0	0	0
	EDC	1	0	0	0	0	0	0	-1	0	0	0	0	1	1
	ERC	20	8	18	6	2	2	0	0	0	0	0	0	0	0
	GCC	111	2	95	0	2	2	1	0	4	0	8	0	5	0
	GCR	4	0	4	0	0	0	0	0	0	0	0	0	0	0
	PMO	1	0	1	0	0	0	0	0	0	0	0	0	0	0
	IC	4	0	4	0	0	0	0	0	0	-2	0	-1	0	0
	NLC	82	2	25	0	0	0	16	-25	0	0	27	18	1	-4
	RC	54	0	13	0	40	0	0	0	1	0	1	0	0	0
	SLC	7	1	4	0	0	0	0	0	1	0	1	1	0	0
Supply Chain Development	WDC	11	0	10	-1	1	1	0	0	0	0	0	0	0	0
	All - City Deal	295	13	174	5	45	5	17	-26	6	-2	37	18	7	-3
	ERC	8	-2	8	0	0	-2	0	0	0	0	0	0	0	0
	GCC	58	0	44	0	2	0	0	0	4	0	5	0	1	0
	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	1	0	0	0	0	0	1	0	0	0	0	0	0	0
	PMO	1	0	1	1	0	-1	0	0	0	0	0	0	0	0
	RC	27	0	14	0	0	0	12	0	0	0	1	0	0	0
	SLC	9	0	7	0	0	0	0	0	2	0	0	0	0	0
	All - City Deal	111	-2	79	1	2	-3	13	0	7	0	7	0	1	0
Overall Total - Non Financial Interventions	ALL Categories	2063	101	1422	108	173	2	159	-29	72	1	184	38	40	-15
Fair Work First	ERC	1	0	0	0	1	1	0	0	0	0	0	0	0	0

Community Benefit Delivery by Category (Cumulative) -	Member Authority	Total Number Obtained	Obtained this Period	Total Delivered	Delivered this Period	Total In Progress	In Progress This Period	Total Not Started	Not Started this Period	Total Not Delivered	Not Delivered this Period	Total Substituted	Substituted this Period	Total Overdue	Overdue this Period
	All - City Deal	1	0	0	0	1	1	0	0	0	0	0	0	0	0
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	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	ERC	£17,000	£8,000	£17,000	£8,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	GCC	£133,000	£11,000	£117,000	£6,000	£11,000	£9,000	£0	£0	£0	£0	£4,000	£0	£1,000	-£4,000
	IC	£4,000	£0	£1,000	£0	£0	£0	£0	£0	£2,000	£0	£1,000	£0	£0	£0
	NLC	£25,000	£6,000	£19,000	£0	£0	£0	£6,000	£6,000	£0	£0	£0	£0	£0	£0
	RC	£17,000	£0	£9,000	£0	£1,000	£0	£7,000	£0	£0	£0	£0	£0	£0	£0
	SLC	£10,000	£3,000	£10,000	£3,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	WDC	£5,000	£4,000	£1,000	£0	£4,000	£4,000	£0	£0	£0	£0	£0	£0	£0	£0
	All - City Deal	£211,000	£32,000	£174,000	£17,000	£16,000	£13,000	£13,000	£6,000	£2,000	£0	£5,000	£0	£1,000	-£4,000

Appendix 7: EXPECTED SPEND VS BUSINESS CASE APPROVALS BY PROJECT AT Q2 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 £	
ERC M77 Strategic Corridor	55,296,392	9,254,984	2,117,632	44,000,000	44,000,000	43,923,776	22,265,680	5,418,895	27,684,575	17,972,346	43,714,733			32,479,130	37,979,301	
Commercial Space	6,009,000	0	210,000	-	5,759,548	5,799,000	-	-	-	170,000	1,475,000			347,000	5,759,548	
Total East Renfrewshire	61,305,392	9,254,984	2,327,632	44,000,000	49,759,548	49,722,776	22,265,680	5,418,895	27,684,575	18,142,346	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	347,747	92,028,000	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	4,321,000	36,212,000	14,641,000	90,553,000			54,541,000	107,617,929	
Glasgow Clyde and Waterfront	123,798,000	2,900,000	17,000	113,900,000	121,141,710	120,881,000	58,420,000	933,000	59,353,000	4,543,000	75,235,000			63,917,564	105,556,310	
Glasgow Collegelands	31,183,000	4,183,000	0	27,000,000	27,000,000	27,000,000	8,062,000	447,000	8,509,000	1,651,000	15,566,000			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	56,000	35,451,000	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	575,485,253	63,612,148	85,041,000	385,910,000	427,092,146	426,832,105	225,448,253	6,104,747	231,553,000	24,711,000	325,346,642	184,085,487		255,446,436	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	9,272,286	
Inchgreen Pase 2	1,794,492	0	0	-	1,794,492	1,794,492	-	-	-	-	1,794,492			-	1,794,492	
Inverkip	4,150,000	0	0	3,777,000	4,150,000	4,150,000	570,000	2,632,000	3,202,000	3,580,000	4,150,000			4,150,000	3,955,997	
Ocean Terminal	20,138,000	9,700,000	0	14,214,000	13,541,000	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			-	11,127,510	
Total Inverclyde	48,979,492	11,743,000	0	27,418,000	40,340,002	37,236,492	20,533,000	2,632,000	23,165,000	3,842,000	26,569,492	14,282,350		24,315,000	36,588,285	
North Lanarkshire A8/M8	6,479,000	0	0	12,587,000	6,634,316	6,479,000	759,000	134,000	893,000	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	274,567,602	0	103,519,000	93,565,000	170,893,081	171,048,602	48,572,000	2,214,000	50,786,000	19,088,000	80,915,000			67,401,826	149,053,615	
Commercial Space	13,296,869	611,711	1,397,556	-	11,287,602	11,287,602	-	39,977	39,977	500,000	9,287,602			297,525	11,287,602	
Total North Lanarkshire	300,566,471	611,711	104,916,556	172,463,000	195,038,204	195,038,204	55,554,000	2,387,977	57,941,977	19,850,000	100,767,602	48,226,254		75,121,555	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	-	-	-	4,200,000	8,487,807			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	4,200,000	146,660,614	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	28,994	15,713,661	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	382,141	32,841,117	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	4,635	1,006,893	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	-	225,905	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	415,770	81,817,576	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	1,825,84										

Appendix 8: PROJECT FUNDING AND ACTUAL SPEND VS GRANT DRAWDOWN AT QUARTER 2 2025/26

Infrastructure Authority/Project	Projected Cumulative Spend £	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	49,722,776	43,714,733		23,411,743	1,838,990	4,481,916	-	-	6,320,906	29,732,649	32,479,130		
Total East Renfrewshire	49,722,776	43,714,733	20,296,991	23,411,743	1,838,990	4,481,916	-	-	6,320,906	29,732,649	32,479,130	43,738,849	
Glasgow Canal and North	99,443,253	98,411,253		91,664,636	323,402	246,128	-	-	569,530	92,234,166	93,503,872		
Glasgow City Centre	123,425,000	90,553,000		31,065,547	2,374,817	2,791,829	-	-	5,166,646	36,232,193	54,541,000		
Glasgow Clyde and Waterfront	120,881,000	75,235,000		58,149,626	601,695	480,016	-	-	1,081,711	59,231,337	63,917,564		
Glasgow Collegelands	27,000,000	15,566,000		8,041,094	315,620	116,769	-	-	432,389	8,473,483	6,488,000		
Glasgow MGSDP	40,158,000	39,460,000		35,320,562	74,726	32,637	-	-	107,363	35,427,925	36,041,000		
Total Glasgow	410,907,253	319,225,253	184,085,487	224,241,465	3,690,260	3,667,379	-	-	7,357,639	231,599,104	254,491,436	374,286,512	
Inchgreen	9,727,000	9,727,000		8,365,220	30,795	-	-	-	30,795	8,396,015	9,727,000		
Inverkip	4,150,000	4,150,000		570,355	1,115,813	1,515,650	-	-	2,631,463	3,201,818	4,150,000		
Ocean Terminal	10,438,000	10,438,000		10,251,287	2,888	-	-	-	2,888	10,254,175	10,438,000		
Total Inverclyde	24,315,000	24,315,000	14,282,350	19,186,862	1,149,496	1,515,650	-	-	2,665,146	21,852,008	24,315,000	36,588,286	
North Lanarkshire A8/M8	6,479,000	4,342,000		758,467	56,614	77,472	-	-	134,086	892,553	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	80,915,000		49,006,407	708,550	691,463	-	-	1,400,013	50,406,420	67,401,826		
Enabling Commercial Spaces Project	11,287,602	9,287,602		-	-	39,977			39,977	39,977	297,525		
Total North Lanark	183,750,602	100,767,602	-	55,116,830	784,867	808,912	-	-	1,593,779	56,710,609	75,121,555	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	
Total Renfrewshire	138,172,807	138,172,807	88,796,460	112,010,398	8,417,083	-	-	-	8,417,083	120,427,481	138,172,807	128,915,288	
South Lanarkshire Cathkin Relief Road	16,000,168	16,000,168		15,455,183	24,443	22,542	-	-	46,985	15,502,168	16,028,000		
South Lanarkshire Council Community Growth Areas	59,468,094	57,822,470		30,804,073	250,920	3,591,460	-	-	3,842,380	34,646,453	36,727,000		
South Lanarkshire Greenhills	32,030,000	32,030,000		32,030,000	-	-	-	-	-	32,030,000	32,018,000		
South Lanarkshire Stewartfield Way	30,000,000	7,877,258		907,404	94,855	4,635	-	-	99,490	1,006,894	4,705,500		
Total South Lanarkshire	137,498,262	113,729,896	68,369,944	79,196,660	370,218	3,618,637	-	-	3,988,855	83,185,515	89,478,500	168,224,286	
West Dunbartonshire -EXXON	29,691,912	29,691,912	-	11,365,863	1,949,762	5,301,985	-	-	7,251,747	18,617,610	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	8,814,000	994,290	952,492	192	261,807	-	-	261,999	1,214,491	12,215,450	12,215,450	
New Regional Project(s)	-	-	-	-	-	-	-	-	-	-	-	-	
Inflation Fund Projects	-	-	-	-	-	-	-	-	-	-	-	-	
EDC Place and Growth	36,847,965	25,274,517	-	6,604,459	253,319	729,134	-	-	982,453	7,586,912	12,524,660	33,926,964	
TOTAL INFRASTRUCTURE	1,026,055,127	806,639,270	379,759,072	535,020,322	18,454,187	20,385,420	-	-	38,839,607	573,859,929	671,423,580	1,000,000,000	

Appendix 9: PMO BUDGET AS AT PERIOD ENDED 19 SEPTEMBER 2025

Title	Original Approved Budget 2025/26	Actual Costs to Period 7	Probable Outturn 25/26	Budget Variance
Total PMO Salary Costs	2,633,025	1,150,754	2,695,317	62,292
Third Party Costs	66,678	326,513	2,465,405	2,398,727
Internal Audit Fees	23,999	7,239	23,999	0
External Audit	14,679	565	14,679	0
Marketing	10,000	1,321	10,000	0
Intelligence Hub:	15,000	39,836	21,836	6,836
GAMS software (£3k p.a)	3,000		3,000	0
EVIF	0	96,109	96,109	96,109
5GIR costs	0	133,445	1,926,552	1,926,552
Clyde Mission	0	11,250	11,250	11,250
Innovation Accelerator	0		287,083	287,083
Investment Zone	0		0	0
Utilisation Credit Recharge	0	34,496	34,496	34,496
Health Foundation / Regional SPF	0	2,252	36,400	36,400
Others	108,300	113,267	127,474	19,174
Provisions	2,000	0	2,000	0
Supplies	2,000	6,843	6,843	4,843
ClydePlan	0	14,331	14,331	14,331
Sniffer for Climate Ready Clyde	88,000	88,000	88,000	0
Teomach (Widcat Applic's) - Benefits licences	4,800	2,000	4,800	0
CITB Labour Market Tool (not used 23/24)	3,500		3,500	0
Meetings, Workshops and Catering	2,000	1,238	2,000	0
Training	6,000	855	6,000	0
Total PMO, Intelligence Hub and Portfolio Development Actual and Projected Spend	2,808,003	1,590,534	5,288,196	2,480,193
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	(£105,370)	(£105,370)	(£105,370)
Clyde Mission Funding brought forward from 24/25	£0	(£3,609)	(£11,250)	(£11,250)
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
Clyde Mission	(£106,420)		(£106,420)	£0
EVIF Grant	£0		£0	£0
Investment Zone Funding	(£63,976)		£0	£63,976
Clydeplan funding of staff	(£676,599)		(£590,022)	£86,577
Climate Ready Clyde from MA's 24/25	(£88,000)		(£88,000)	£0
Funding from Member Authorities 24/25	(£1,347,438)		(£1,347,438)	£0
Total Funding	(£2,335,617)	(£2,429,831)	(£4,569,352)	(£2,233,735)
Balances Brought Forward from Prior Years as at 1/4/25			(2,924,523.00)	
Cumulative (Surplus)/deficit anticipated at year end based on Q2 financials at Period 7			718,843.54	
Anticipated Net (Surplus)/Deficit Carried Forward at 31/3/26			(2,205,679.46)	

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

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_1	City Deal Programme	Deliver key project milestones as set out within City Deal Annual Implementation Plan	April 2024-March 2025		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. 65 of 119 Full Business Cases are now complete.	Green	29/10/2025
RES_2	Innovation Programme	Deliver Innovation Accelerator Programme	Mar-26		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	29/10/2025
RES_3	Innovation Programme	Deliver the Innovation Action Plan (Ecosystem, Identity, Assets & Infrastructure, Skills, Inclusion)	Ongoing		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. <i>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</i>	Green	29/10/2025
RES_4	Innovation Programme	Deliver the benefits of the City Deal Innovation Projects: Continued delivery and benefits realisation (ICE, AMIDs, CWWEIQ)	Ongoing		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 2024/25. Renfrewshire Council economic development staff to attend Lead Officers' Group going forward to update on benefits realisation.	Green	28/10/2025
RES_5	Innovation Programme	Develop Local Authority Economic Baselines and Specialisms to support local strategies and LDPs.	Dec-25		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 just been completed. Work is ongoing to finalise a baseline for South Lanarkshire Council, including a detailed look at their town centres, to support their LDP evidence base work	Green	29/10/2025
RES_6	Innovation Programme	Develop profiles on GCR's Economic Clusters	Dec-25		Intelligence Hub Manager	A draft document has been created by the Intelligence Hub and this will be further enhanced and updated on the release of new data sources in February 2025. This is currently being updated to support the RES_3 Action. This work continues to be ongoing to account for further data releases and new data from Scottish Enterprise.	Green	29/10/2025
RES_7	Investment Programme	Develop Proposal for GCR Investment Zone	Oct-25	Dec-25	Head of Shared Prosperity Fund	GCR was awarded one of two Investment Zones in Scotland in summer 2023. The GCR IZ provides £160m grant funding over a 10 year period. The investment is designed to support the growth of a particular sector within GCR, with either Capital, Revenue or Tax Incentives. To access the funding GCR has to submit an IZ proposal to UK and Scottish Governments for approval. Objectives for the GCR IZ have been agreed by CEG & Cabinet, together with the UK & Scot Gov. The GCR IZ proposal will be developed following the conclusion of the Phase 2 application 'open call'. The call is for private sector and academic partners to submit bids to access the GCR IZ funding. The Eligibility is restricted to organisations that operate in the Advanced Manufacturing, Life Science and Digital Tech sectors. The application process closed 31 March '24. A total of 41 applications were received, with an overall project value of just under £1.9bn (£640m grant, £1.24bn match). There were 25 applications from the Advanced Manufacturing Sector, 10 from Digital Tech and 6 from Health and Life Sciences. Following approval of the GCR IZ 'short-list' at the February '25 GCR Cabinet, the GCR PMO has been working with the shortlisted bidders to develop the Gateway 4 submission. Draft 1 of Gateway 4 was submitted to UKG and SG Friday 4 July 2025, with an updated final version due to be submitted to UK and Scottish Government by 30 September 2025. Renfrewshire Council have also commission KPMG to provide advice and guidance on the development of the proposed Tax Site. An update report will be presented to both CEG 18 September 2025. Gateway 3 has been approved by Government; Gateway 4 final submission has been made with Gateway 5 due 7 November 2025. Final approval is expected before the end of December. The Assurance Framework and Strategic Outline Business Case (SOPBC) will be presented to CEG and Cabinet for approval in this cycle.	Amber	28/10/2025
RES_8	Investment Programme	Produce options to establish a Regional Investment Fund to support the strategic	Jun-25		Intelligence Hub Manager	A review of investment funds across the UK has been undertaken by the Intelligence Hub and discussions have taken place with providers. Further work is on hold until a funding source is established Superseded by Investment Zone.	Superseded	08/09/2025

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
		economic development of GCR.						
RES_9	Clyde Mission	Develop a Strategic Masterplan for Clyde Mission	Sep-25	Jul-26	Head of Place	A three stage assessment process will now be undertaken. Funding from the Scottish Government for the Strategic Masterplan will come forward in FY2025-26. A consultancy brief has been drafted and will be reviewed by a Short Term Working Group involving partner organisations. Procurement strategy is being developed with a view to commencing procurement in April 2025. Procurement is ongoing and consultants to be appointed by the end of November 2025. The anticipated completion of the Strategic Masterplan is July 2026.	Amber	29/10/2025
RES_10	Clyde Mission	Design the Heat Decarbonisation Fund scheme	Nov-25		Head of Place	- Quality Threshold Assessment by the GCR PMO. The Scottish Government has indicated that funding for the HDF will commence from FY 2025-26. Work has commenced to design compliant scheme objectives and eligibility criteria for agreement with partners. Scheme design has commenced, including engagement with key stakeholders and it likely to conclude in autumn 2025. Separate report going CEG. Fund on track launch in November 2025.	Green	29/10/2025
RES_11	Sustainable City Region Programme	Deliver the Green Network Blueprint	Ongoing		Head of Place	- Project Assessment pack with additional cluster information provided by the GCR Intelligence Hub. The Green Network team have been successfully migrated into GCR Place and work continues to deliver the Blueprint. Activities to deliver the Green Network continues with the team supporting MAs with LDP Evidence Reports. Recent activity has focussed on the mapping of Nature Networks at a regional scale, a key element of the Blueprint. This work is informing local authority Evidence Reports and LDP development and has been used to target on the ground delivery in some authorities. This is a programme of work which the GN will seek to promote and replicate in other authorities in the coming months.	Green	29/10/2025
RES_12	Sustainable City Region Programme	Support the delivery of Clyde Climate Forest	Ongoing		Head of Place	Funding has been secured of Clyde Climate Forest to continue operating across FY 2025-26 and a funding bid has been made to the Heritage Lottery Fund to expand the team's delivery capabilities. CCF resource funding secured for 2025/26, a strategic review of CCF was undertaken in March, planting activities in the final two Target Neighbourhoods was completed and opportunities to build upon this success are being investigated. CCF has passed an important milestone, having planted in excess of 4 million trees to date. Diversified funding opportunities continue to be explored as an action from the strategic review undertaken in March 2025 and CCF continues to engage with MAs to prioritise planting in Target Neighbourhoods and identify opportunities for community engagement. A successful tree warden scheme has also been launched.	Green	29/10/2025
RES_13	Sustainable City Region Programme	Progress the Glasgow City Region Climate Adaptation Strategy Action Plan	Ongoing		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	29/10/2025
RES_14	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		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. An update was provided to the CEG on 18/09/25. Discussions are underway with SPT regarding refinements to governance arrangements. Approval has been given by CEG to fund the GCR Place Team to support place workstream	Green	29/10/2025
RES_15	Housing Retrofit Programme	Deliver the GCR Regional Retrofit Strategy	Feb-28			The Regional Retrofit Strategy and Action Plan was presented and approved by GCR Cabinet on 25 February 2025. The content of this strategy was promoted during Retrofit Action Week and as part of the Glasgow's Retrofit Summit held between 11-13 February. The GCR Housing Retrofit Delivery Group will consider the action plan as a standing item on their 6 weekly agenda to start to progress actions. GCR PMO and GCC attended a roundtable hosted by the Existing Homes Alliance on 20 May to explore the importance of establishing One Stop Shop/ Retrofit Agency in the delivery of retrofit at scale. This action has been amended to now cover the delivery of the Strategy until February 2028. Current activity is underway to understand local ABS delivery and share best practice. This has been captured via a survey sent to member authorities and a follow up interview to identify challenges and bottlenecks in internal processes. There is also work underway to more fully understand the impact of disrepair and how this impacts retrofit delivery in terms of cost and effectiveness through examples provided by officers that attend the HRDG.	Green	28/10/2025
RES_16	Housing Retrofit Programme	Support MAs and Partners to Engage on Domestic Retrofit (e.g. Retrofit Awareness Week).	Feb-25			Working through the Housing Retrofit Delivery Group, GCR is supporting the Retrofit Awareness Week event that will take place 8-16 Feb 2025, with the Glasgow Retrofit Action Summit taking place from 10-12 Feb 2025. The Retrofit Awareness Week will encompass a range of activities to raise awareness of the work being undertaken by the MAs and other organisations across GCR. Supporting broader efforts to collaborate around retrofit activity among regional partners is at the core of the emerging Regional Retrofit Strategy. Retrofit Action Week and the Retrofit Summit took place between 8-16 Feb. GCR presented at the Retrofit Summit sharing some of the content of the Regional Retrofit Strategy. The Retrofit Summit received the highest number of attendees yet with over 498 delegates. All GCR MAs were invited to participate in Retrofit Action Week with proposals to widen the regional approach in coming years.	Complete	29/04/2025
RES_17	Housing Retrofit Programme	Improve use of Existing Retrofit Funding (EES: ABs)	Jun-26			The main source of funding for domestic retrofit is through the SG's EES:ABs investment programme which is allocated directly to MAs. MAs have identified a number of issues impacting on their ability to spend their grant allocations and maximise the benefits for local residents. These challenges include: - SG grant conditions and timescales;	Green	28/10/2025

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
						<p>- internal local authority processes; and,</p> <p>- wider market and commercial challenges relating to retrofit delivery.</p> <p>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 will be shared with the Regional Housing Retrofit Delivery Group on 13 November for discussion</p>		
RES_18	Housing Retrofit Programme	Deliver the 5G Innovation Region (Smart and Connected Social Places) - Net Zero Sensors and Metrics Project	Mar-25		Intelligence Hub Manager	<p>Net Zero Social Assets (Green)</p> <p>50 houses have sensors installed out of circa 300 letters sent.</p> <p>15 properties have been in touch with CaCHE for further research, they would like 20. Initial interviews and questionnaires received.</p> <p>We are liaising with N3rgy regarding obtaining Gas Readings Consent. Confusion around consent and verification being worked through.</p> <p>The work is now completed and will be wrapped into Phase 2</p>	Complete	08/09/2025
RES_19	Future Skills Programme	Improve & develop GCR Employer Engagement arrangements.	Ongoing		Head of Shared Prosperity Fund	<p>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.</p> <p>The CCI will host a session with partners to develop design methodology around employer engagement.</p> <p>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.</p> <p>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.</p> <p>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.</p>	Green	28/10/2025
RES_20	Future Skills Programme	Deliver the Local Government Skills Project, including for planning roles and scoping a wider programme of activity.	Ongoing		Head of Shared Prosperity Fund	<p>Led by Fiona Whittaker, Head of People (NLC), activity is being 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 is being developed. It is anticipated that both a 2-year 'Masters' and a 4-year 'undergrad' course will commence in 2025. MAs have been asked to commit to a number of places for inclusion these courses in order to meet their own demand for planning officers.</p> <p>An initial cohort of participants have commenced the UWS 2-year Masters programme in Jan '25. A further 27 individuals have been identified for the 4-year degree programme, commencing in September '25.</p> <p>Attention will now focus 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. GCR will take this forward with REHIS.</p> <p>Following a review of Local Government Training Opportunities a number of Member Authorities have committed to explore paid work experience places and intern positions, within their Local Authorities. This will build on best practice, developed by other MAs.</p>	Green	28/10/2025
RES_21	Future Skills Programme	Heat Decarbonisation Skills: Map provision and estimate upskilling requirements	Dec-25		Head of Shared Prosperity Fund	<p>Robin Ashton, Vice-Principal, Glasgow Kelvin College, is undertaking a review of college training provision for Heat Decarbonisation across the six FE colleges in GCR. It is expected this review will report in Autumn 2024.</p> <p>The review has been completed and presented to the RSDG.</p> <p>Given the expected shift in UK Government policy in relation to Net Zero this action will be reviewed as to reflecting the emerging national policy, especially in relation the implications of Heat in Buildings Bill.</p>	Green	28/10/2025
RES_22	Future Skills Programme	Maritime: Measure Apprenticeship demand and	Dec-25		Head of Shared Prosperity Fund	<p>Led by Skills Development Scotland and BAE systems Rand consultants have been commissioned to undertake a study of the maritime sector in the region. Report is due to be finalised and published Oct '24.</p> <p>The report has been finalised and presented to the RSDG. SDS are now working with partners to determine next steps - this will include</p>	Green	28/10/2025

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		recommendations from Rand Report				<p>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><i>The GCR PMO is working with 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. Full project details are due to finalised in November 2025.</i></p>		
RES_23	Future Skills Programme	Regional Skills Devolution Group: work to progress the proposals to devolve skills decisions to GCR.	Nov-25	Mar-26	Head of Shared Prosperity Fund	<p>Following the creation of the RSDG in September '23, the RSDG has developed '4 asks' of Scottish Government. These asks have been communicated to SG and dialogue with SG officials is ongoing. Liz Connolly, Principal (West College Scotland) has taken on the role of Chair of the RSDG (August '24). In addition, Skills Devolution will form one of the key priorities for GCR in the coming 12 months, with the expectation that the RSDG will be formalised in GCR structures.</p> <p>Progress to date with SG has been slow, with the hope that a renewed focus in the next quarter can yield progress which is why this has been flagged as amber for this reporting period.</p> <p>It is proposed that the RSDG focus is now on the four priority sectors; Maritime, Heat Decarbonisation, Local Government and Investment Zone. Therefore RSDG activity directly supports these four sectors in the first instance, rather than the wider regional economy. Once an approach and methodology has been developed and tested it would then be rolled out more widely.</p> <p>RAG status will remain at Amber until actions have been agreed by the RSDG. The Minister for FE and HE, Graeme Dey, visited GCR on 27 May to meet with members of the RSDG.</p> <p>With the change in the chair of the RSDG a meeting is scheduled with the Director of Regional Economic Growth to determine the most appropriate next steps.</p> <p><i>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.</i></p>	Amber	28/10/2025
RES_24	Future Skills Programme	Develop skills programmes to support the Investment Zone and Innovation Action Plan	Nov-25	Mar-26	Head of Shared Prosperity Fund	<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 expect 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 - <i>see action above</i></p>	Amber	28/10/2025
RES_25	Future Skills Programme	Skills analysis: develop a methodology for looking at future skills needs of different sectors	Jun-26		Intelligence Hub Manager	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. <i>This work is being wrapped into a wider labour market study being undertaken by the Hub</i>	Amber	28/10/2025
RES_26	Future Skills Programme	Support the delivery of the Multiply Programme	Mar-25		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	Complete	24/04/2025

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						activities included a Stakeholder Event in late March to gain collective feedback and learning, with a summary report produced which set out findings 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.	Blue	
RES_27	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.	Sep-25	Mar-26	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.	Amber	21/10/2025
RES_28	Economy and Health Programme	Secure accreditation with Living Wage Scotland to make GCR a Living Wage Place	Nov-27		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. Progress in terms of number of new accreditations is on target. In person event to be developed and delivered by 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. On track at end of year one.	Green	21/10/2025
RES_29	Economy and Health Programme	Establish and embed a GCR Good Employment Charter	Nov-25	Jun-26	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. Small group of officers meeting regularly to progress the appropriate pre-launch actions. 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	21/10/2025
RES_30	Economy and Health Programme	Pilot 'Economies for Healthier Lives' CHIA Toolkit on key GCR projects: Metro Business Case, existing MA retrofit investment, and EVCI.	Aug-25	Oct-25	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 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 November 2025, 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.	Amber	29/10/2025
RES_31	Economy and Health Programme	Evaluate 'Economies for Healthier Lives' project	Jun-25		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_32	Inclusive Economy Programme	Progressive procurement: working through the Anchor Network to develop action(s) to increase public procurement spend in GCR, and the	Sep-25		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	Complete	29/08/2025

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		development of the Community Wishlist approach.				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.	Green	
RES_33	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		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	21/10/2025
RES_34	Inclusive Economy Programme	Finance: working through the Anchor Network to develop an action(s) to support the recirculation of wealth in GCR.	Sep-26		GCR PMO, Anchor Network members	September 2025 Summit included focus on 'finance'. Exploratory work is underway with a focus on 'Place Based Impact Investing', with members of the consultancy, the Good Economy which is led by the economist Mark Hepworth. Proposal on a way forward expected received from the Good Economy Team. Consideration being given to links between this proposed work and the National Wealth Fund. CEG approved proposal to engage with the Good Economy Team. Progress of CWB Bill through Parliament highlighting need for clarity on 'finance' pillar and possibilities for local authorities/regions in this area.	Green	21/10/2025
RES_35	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		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. Pre-engagement phase underway.	Green	21/10/2025
RES_36	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-25	Mar-26	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 Barhead 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.	Amber	29/10/2025
RES_37	Green Business Support Programme	Deliver a package of Green Business Support to businesses in GCR.	Mar-25		Head of Shared Prosperity Fund	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	Complete	30/04/2025

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						<p>intervention.</p> <p>The ExtendPlus programme came to a conclusion 31 March 2025, with over 300 Carbon Baseline Reports completed. While there was no appetite from MAs to continue with the ExtendPlus programme, there is a desire to still offer SMAs a Carbon Baseline Report. GCC and RC are working with the Energy Savings Trust to explore other opportunities. This approach is being shared round all MAs.</p>		
RES_38	Green Business Support Programme	ExtendPlus delivery: 500 Carbon Baseline Assessments to GCR businesses.	Mar-25		GCR Programme Manager	<p>The GCR PMO has finalised the contract for the ExtendPlus team at Strathclyde University to deliver 500 carbon baseline assessments for GCR businesses. MAs have reported challenges in engaging businesses to participate in the project and undertake a Carbon Baseline Audit (CBA). Given these challenges, the UoS has indicated that it has required to put in place additional resource to support businesses through the CBA process. The PMO is engaging with UoS to understand the implications of the additional resource requirement and any impact this may have on achieving the project target. In addition, the PMO has been engaging with MAs to identify mitigations that will potentially increase the number of business referrals to the project. This project was flagged as amber until the conclusion of the discussions with MA and UoS regarding the engagement issues. Discussion has taken place between GCR PMO, UoS and the regional MAs. The conclusion of recent discussion has been a proposal to revise the grant agreement with the UoS to pay actual and eligible costs incurred by UoS rather than payment per report milestones. A paper was taken to the GCR CEG on 24 October requesting approval to delegate authority to vary grant agreement to the DREG, which was approved. GCR PMO is in liaison with GCC legal to vary the grant agreement. The grant variation was fully executed on 19 February 2025. The ExtendPLUS project concluded on 31 March, delivering a total of 288 Carbon Baseline Reports across GCR.</p>	Complete	29/04/2025
RES_39	Green Business Support Programme	Review Green Business Support arrangements (Q3 2024/25).	Mar-25		Head of Shared Prosperity Fund	<p>As per the action for RES_37 Green Business Support arrangements will be considered as part of the evaluation(s) referenced under RES_37.</p> <p>THE GCR Intelligence Hub have completed an evaluation of the ExtendPlus programme. A summary of this evaluation will be included within the GCR UKSPF Update report to CEG 14 May '25. Any learning points will be included in any future design and commissioning of a future programme, as referenced in RES37.</p>	Complete	30/04/2025
RES_40	Electric Vehicle Charging Infrastructure Programme	Develop & deliver a GCR ECVI Collaboration with a Commercial Partner to deliver approx. 3,000 additional charge points.	Dec-25		GCR Programme Manager	<p>Work has been ongoing through the Glasgow City Region Electric Vehicle Senior Officers Group (EV SOG) to work collaboratively to explore a regional "concession-type" contract with a Charge Point Operator to expand the EV Charging Infrastructure network across GCR. Recent progress includes:</p> <ul style="list-style-type: none"> - all 8 GCR MAs entering into an initial Inter Authority Agreement to collaborate on the development of a GCR concession contract; - submission of an application to Transport Scotland for £3.5m of Electric Vehicle Infrastructure Fund to support the delivery phase of the project; and, - conclusion of the procurement process to appoint technical advisers to support the MAs in the development of the GCR collaboration and procurement of a CPO. <p>Jacobs consultants were appointed in December with an inception meeting held on 4 December 2024. Recent work has included the submission of a "Request for Information" to the regional MAs and the development of a workshop to explore site selection, which will take place on 30 January 2025. A series of meetings took place between Jacobs and individual MAs between 17-21 March. These meetings allowed the MAs to consider a refined list of sites, including those destination/ Journey sites and two tranches of on-street residential sites. Recent work has focused on development of a detailed scope. A high level version of this scope will be published as part of a PIN exercise, along with an asset register to allow GCR to gauge market interest. The PIN was published on 10 April 2025 and will remain live until 15 May. The feedback from the PIN will refine the procurement documents and the preferred route to market. An in-depth programme review took place on 15 April to refresh the programme. 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.</p> <p>Transport Scotland confirmed on 14 April 25 that they will be providing an additional allocation of £113,960 EVIF funding to the GCR EV project to support further expansion of the EV network. <i>A legal session took place on 18 August with legal representatives from each of the member authorities to commence discussions around development of the second IAA and to understand issuing of licence vs licence to occupy. A second legal session took place on 2 October where legal colleagues discussed property law matters including ownership of sites and whether to proceed with a lease or licence to occupy. A discussion note has been circulated with a proposed way forward, which will be further discussed and agreed with legal officers at the next scheduled meeting on 31 October. 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 prosed suppliers.</i></p>	Green	28/10/2025
RES_41	Electric Vehicle Charging Infrastructure Programme	Plan for future ECVI collaboration arrangements over medium to longer term.	Dec-25		GCR Programme Manager	<p>The medium to long term arrangements will be included in a subsequent IAA that reflects the conclusion of the procurement of a Charge Point Operator. The overall objective is to have a new CPO in place by December 2025. Weekly meetings have commenced between GCR PMO, and GCC Legal and procurement. Current work has focused on development of a scope to publish in a PIN and gather market feedback. The PIN was published on 10 April and will remain live until 12 May. Feedback from this exercise will refine procurement documents and inform preferred route to market. Future next steps will include drafting of an IAA which determines collaboration arrangements in contract mobilisation and early drafting of a contract. <i>A legal session took place on the 18 August to start discussions on the IAA and other legal matters including issuing of leases. 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)</i></p>	Green	28/10/2025

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RES_42	Commercial Land and Property Programme	Complete VDL OBC & FBC (inc. Ryden report, updated economic assessment, recommendations)	Nov-25		Regional Partnership Manager	Work on the OBC has commenced and will be informed by the outcome of the work being undertaken for GCR by the consultants Ryden (described in the following actions). The OBC will integrate this further analysis and research into the business case that was previously shared with the Regional Partnership. The PMO has received the final version of the report that was commissioned to look into the market demand for priority VDL sites in GCR. 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. This process will include in October and the results of this process and the business case will be discussed with the new GCR Place Team in order to set out the next steps for the Commercial Land and Property Programme.	Green	28/10/2025
RES_43	Commercial Land and Property Programme	Complete Commercial Assessment of the VDL Priority Sites	Dec-24		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_44	Commercial Land and Property Programme	Deliver V&DL Business Case recommendations.	TBC		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_45	Commercial Land and Property Programme	Scope and develop Regional Commercial Property & Land Project	Nov-25		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. This process will include in October and the results of this process and the business case will be discussed with the new GCR Place Team in order to set out the next steps for the Commercial Land and Property Programme.	Green	28/10/2025
RES_46	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	Jul-25	Jan-26	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	29/10/2025
RES_47	Commercial Land and Property Programme	Complete energy efficiency analysis of GCR commercial and industrial premises	Dec-24	Mar-25	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_48	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		Intelligence Hub Manager	<i>The Hub is developing a scope to be agreed with Inverclyde Council staff that will include outputs and delivery scheduled.</i>	Green	29/10/2025
RES_49	Inverclyde	Undertake a Business Engagement Exercise to understand the growth aspirations and barriers to growth of Inverclyde businesses.	TBC		Intelligence Hub Manager	<i>The Hub is developing a scope to be agreed with Inverclyde Council staff that will include outputs and delivery scheduled.</i>	Green	29/10/2025
RES_50	Inverclyde	Work with Inverclyde Council to identify potential opportunities for the Inverclyde area through the Clyde Mission Strategic	Mar-28		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. <i>Clyde Mission Strategic Masterplan will be completed by July 26.</i>	Green	29/10/2025

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
		Masterplan and Heat Decarbonisation Fund.						
RES_51	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		Head of Shared Prosperity Fund	<p>As per RES_22.,</p> <p>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.</p> <p>The initial cohort of Production Operatives @ BAE resulted in 11 long-term unemployed individuals securing permanent employment.</p>	Green	28/10/2025
RES_52	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		GCR PMO	<p>Early developmental discussions held between PMO and Inverclyde Council, with more formal 'offer of support' to be agreed. DWP colleagues also engaged re. potential data requirements. Intention to form a multi-disciplinary Pathfinder Group to shape the work, and engage academic partner to support evaluation work.</p>	Green	21/10/2025
RES_53	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		Regional Partnership Manager	<p>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.</p>	Green	28/10/2025
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	<p>The third annual review report for the Regional Sustainable Procurement Strategy and Action Plan was presented to the Regional Partnership in December 2024. Of the 43 tasks: 22 are Complete, of which an additional 16 were completed over the last year; 15 are Green; 4 are Future; and 2 are Amber. Over the last year the focus and resources have been concentrated on the launch of the Community Wishlist, for the next steps in the coming year will have more focus on the climate objective. The Community Benefit Menu review is now finalised and includes a 50% increase in targets for community benefits to be obtained in contracts and a finalised process for calculating points values has been signed off by PSG. PSG continuing to monitor and report procurement lessons learned to LOG. A full review of the Buyers' and Suppliers Guides has been completed and updated Guides issued in December 2024. A schedule is being prepared for the next update of the Sustainable Procurement Action Plan to be provided to the Regional Partnership.</p>	Green	28/10/2025
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	<p>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 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. The CBH has been short-listed for three national awards, with the Awards Ceremonies in later October 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. This would involve a change in Policy to be approved by the CEG.</p>	Green	16/10/2025
CD-GOV_3	Benefits Realisation	Monitoring the delivery of benefits from City Deal Innovation projects and City Deal infrastructure fund	Quarterly		Head of GCR PMO	<p>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.</p>	Green	28/10/2025

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
		project benefits, including the updating of the Benefits Realisation Dependencies Register, on an ongoing basis						
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	Benefit Realisation fully integrated with Business Case Appraisal process. The Intelligence Hub will assist with the exercise going forward. GR2 Validation Exercise and capture of additional outcomes information is complete and windfall outcomes not captured in OBCs are now being reported as additional to existing information including economic calculations. The consolidation exercise for accuracy and consistency such as for housing for the development of individual project benefit realisation plans is ongoing and identifying locations of development sites for projects is an area of focus. Data quality is improving and outputs and outcomes and have now been fully differentiated based on how the benefit is funded. Benefit Realisation information and guidance that is contained in the Programme Management Toolkit has been refreshed and has updated and the PMO and IH have been working together to update the OBCMT to become fully fit for purpose.	Green	28/10/2025
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.	Green	28/10/2025
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	14/10/2025
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	Green	14/10/2025
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	03/06/2025
CD-GOV_9	Finance	Agreeing 2025/26 Grant Letter with Scottish Government	30/06/2025		Finance Manager	Letter agreed and final version received	Complete	03/07/2025
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	14/10/2025
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	Green	14/10/2025
CD-GOV_12	Finance	Developing PMO budget for 2026/27	01/03/2026		Finance Manager		Future	31/07/2025
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 and Q2	Green	14/10/2025
CD-GOV_14	Finance	Processing quarterly grant claims	Quarterly		Finance Manager	Complete for Q1 and Q2	Green	14/10/2025

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CD-GOV_15	Finance	Developing 5-year, annual and quarterly spend projections	Quarterly		Finance Manager	Obtained from Project Status Reports	Green	14/10/2025
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	14/10/2025
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	03/06/2025
CD-GOV_18	Audit	Audit Support Group meets	Ongoing		Internal Audit	June meeting held	Green	14/10/2025
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 being written	Green	14/10/2025
CD-GOV_20	Audit	Assurance audit report - Investment Zones	31/03/2026		Internal Audit	ToR to be determined	Green	14/10/2025
CD-GOV_21	Audit	Assurance audit report - Clyde Mission Heat Decarbonisation	31/03/2026		Internal Audit	ToR to be determined	Green	14/10/2025
CD-GOV_22	Audit	Assurance audit report - Follow Up Audit and officer support	31/03/2026		Internal Audit		Future	14/10/2025
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.	Green	16/10/2025
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	<i>Media release and campaign on the Annual Performance Report (with a short film for social media to promote progress in the past year and details issued to member councils to share content and issue a local media release). Media release on the 5G mapping exercise for stadiums and city centre. These were picked up by local media outlets. Comms Protocol drafted, approved by Governments and issued to the Investment Zone projects. Short films in production covering Investment Zone overview and for individual projects. Work underway to develop a short film on GCR. Early work underway to develop an Email Marketing Strategy and to look at a new Contact Management database. Following a refresh of the GCR website landing page, work progressing to revisit content.</i>	Green	16/10/2025
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
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	16/10/2025
CD-GOV_27	Governance	Develop the Annual Performance Report	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	Future	16/10/2025

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Action Owner(s)	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
		(April 2025 – March 2026)				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.		
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. <i>Project underway to transfer files to EDRMS.</i>	Green	16/10/2025
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's Group Chairs for their information and comment.	Green	21/10/2025
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. <i>In the future we will look into revising the structure of the QPR.</i>	Green	21/10/2025
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	21/10/2025
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	21/10/2025
CD-GOV_33	Governance	Business Cases Approved	Ongoing		CD Programme Manager	Business Cases Approved - there were no business cases approved in the quarter Business Cases Approved Last Quarter - there were no business cases approved last quarter	Complete	21/10/2025
CD-GOV_34	Governance	Business Cases Submitted	Ongoing		CD Programme Manager	Business Cases Submitted in Quarter and under appraisal: - GCC: EIIPR - Stockwell Street FBC - GCC: ECS - Red Dalmarnock - NLC ECS - Ravenscraig Phase 1 (New Build)	Green	21/10/2025
CD-GOV_35	Governance	Delayed Business Cases	Ongoing		CD Programme Manager	Business Cases that have missed their submission deadline and are awaiting restatement: - GCC: EIIPR - Argyle St East (Union St to Glasgow Cross) FBC - GCC: EIIPR - Broomielaw/Clyde St FBC - NLC: Eurocentral Access Infrastructure FBC - SLC: East Kilbride Town Centre FBC 1 - SLC: Sustainable Transport Intervention	Amber	21/10/2025
CD-GOV_36	Governance	Future Business Cases	Ongoing		CD Programme Manager	Business cases to be submitted next Quarter - GCC: EIIPR - Argyle St East - GCC: CNG - Port Dundas: Dobbies Loan - SLC: Uddingston Grammar School - SLC: Holy Cross High Extension - SLC: St Andrews/St Brides High School - SLC: ECS - Cathcart Road	Future	21/10/2025
CD-GOV_37	Governance	Delivery Confidence Review	Ongoing		CD Programme Manager	Delivery Confidence Review is being undertaken to assess the achievability of the December 2030 target for the Enabling Commercial Space (ECS) Project and the March 2029 target for all other City Deal projects. The review involves project managers providing a prospective assessment of the likelihood of meeting approved construction end dates, taking account of current risks, dependencies, and issues. The findings of this analysis are detailed in a separate paper to be presented to the Chief Executives' Group (CEG) on 5 November 2025	Green	21/10/2025

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; • 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	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:

		<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.