Item 5

17th November 2026

Glasgow City Region

Quarterly Performance Report

Report for Q2 2026/27

GLASGOW CITY REGION

Table1: City Deal Infrastructure Fund Programme Key Performance Indicators

	Latest Data	Previous Data
Total number of Projects	22	22
Programme Status Overview (for the 21 Main Projects)	**As at 29/10/2026**	**As at 10/09/2026**
Projects **Red Status** (% total)	0/ 22 (0%)	0/ 22 (0%)
Projects **Amber Status** (% total)	2 / 22 (9%)	2 / 22 (9%)
Projects **Green Status** (% total)	19 / 22 (86%)	19 / 22 (86%)
Projects **Complete** (% total)	1/ 22 (5%)	1/ 22 (5%)
Programme Timeline: Key milestones completed to date	**As at 29/10/2026**	**As at 10/09/2026**
Case for Investment (% total CFI to be completed)	0 / 1 (0%)	0 / 1 (0%)
SBCs complete (% total SBC to be completed)	20 / 20 (100%)	20 / 20 (100%)
S/OBCs complete (% total S/OBCs to be completed)	1/1 (100%)	1/1 (100%)
OBCs complete (% total OBCs to be completed)	30 / 30 (100%)	30 / 30 (100%)
FBCs complete (% of total FBCs to be completed)	76/11***7*** (64%)	76/118 (64%)
FBC Sub-Projects Construction Progress	117	118
Sub-project construction started (% of total FBC Sub Projects)	7***4***/11***7*** (***63***%)	70/118 (59%)
Sub-projects construction complete (% of total FBC Sub Projects)	***59***/11***7*** (***50***%)	58/118 (49%)
Programme Finance: Grant Draw Down, Approvals, Spend to Date	**As at Q2 2026/27**	**As at Q1 2026/27**
Grant Received ***by GCR*** as % of Reported Spend to ***30 September 2026***	£**520**m / £6**74**m / 7**7**%	£460m / £659m / 70%
Total Grant Drawn down ***by MAs*** to Date (% of £1bn Grant available)	£**505**m / (**51%**)	£460m / (46%)
Business Case Approvals to Date (£) (% of £1.134bn Infrastructure Fund)	£77**6.1**m (68%)	£775.9m (68%)
Spend to Date (% as of £1.134bn Infrastructure Fund)	£6**74**m (5**9**%)	£659m (58%)
Actual current year spend vs projected spend for current year	£**25.8**m / £15**3.8**m (1**7**%)	£15.3m / £154.6m (10%)
Programme Scope: Direct Project <u>Outputs</u> Delivered to Date	**As at Q2 2026/27**	**As at Q1 2026/27**
Public Realm new/enhanced (Ha)	36.25 of 49.01 (74%)	36.25 of 49.01 (74%)
Roads (km) new/enhanced	3***2.14*** of 74.98 (4***3***%)	30.2 of 74.98 (40%)
Junctions new/enhanced	9***3*** of 170 (5***5***%)	91 of 170 (54%)
Bridges new/enhanced	1***6*** of 26 (***62***%)	14 of 26 (54%)
Cycle/pedestrian routes new/enhanced (km)	8***5.77*** of 133.22 (6***4***%)	83.67 of 133.22 (63%)
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 2026/27**	**As at Q1 2026/27**
Vacant and Derelict Land removed from Register (Ha)	67.04 of 277.56 (24%)	67.04 of 277.56 (24%)
Area of Opportunity Sites (Ha)	76***6.14*** of 896.22 (85%)	764.25 of 896.22 (85%)
All Direct Floorspace Created (Thousand sqm)	204.***50*** of 1,382.48 (15%)	204.29 of 1,382.48 (15%)
Follow-On Floor Space Delivered (all classes (excl.Housing) (Thousand sqm)	23***5.17*** of 1,383.08 (17%)	234.96 of 1,383.08 (17%)
Follow On New Residential Units Delivered	12,***536*** of 26,634 (4***7***%)	12,344 of 26,634 (46%)
Programme Social Value Benefits Realised	**As at Q2 2026/27**	**As at Q1 2026/27**
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	£186,**886,358** (3**2**%)	£186,729,911 (33%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	290 of 5**51** (53%)	290 of 546 (53%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	3**92**	387
Programme Economic Outcomes (based on approved OBCs)	**As at Q2 2026/27**	**As at Q1 2026/27**
Net Additional Gross Value Added at City Region level by 2035 (£bn)	£4.684	£4.684
Total Net Additional Construction Person Years in Employment by 2035	17,242	17,242
Total Combined Follow-on & direct project Private Sector Investment (£bn)	£2.837	£2.837
Benefit Cost Ratio (over 25 years) of approved OBCs	5.65:1	5.65:1
Programme Risks	**As at 29/10/2026**	**As at 10/09/2026**
No. of risks in period	1***2***	11
New risks in period	***1***	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 29/10/2026**	**As at 10/09/2026**
No. of issues in period	2	2
New issues in period	0	0
Programme Change	**As at 29/10/2026**	**As at 10/09/2026**
Change Control Requests (CCR) submitted for City Projects in period	***19***	0
Approved CCRs/Restatements to date across City Deal Programme	4***72***	461

1. PURPOSE

1.1.1 This Quarterly Performance Report includes an overview at ***5 November*** 2026 for:

- the Regional Economic Strategy;
- City Region Team activity; and
- the City Deal Programme.

2. RECOMMENDATIONS

2.1.1 The Cabinet is invited to:

a. Note the contents of this report;

b. Approve the Change Control Requests' recommendations set out in Section 8.

3. KEY HIGHLIGHTS / ACTIONS COMPLETED IN THIS PERIOD:

City Deal Programme Highlights

- Westerhill Development Road (WDR)'s Roads Construction Consent (RCC) and SEPA licence were received by East Dunbartonshire Council (EDC) in August 2026.
- East Renfrewshire Council's (ERC) Balgray Station opened to the public on 27 September 2026.
- Glasgow City Council's (GCC) Meat Market Public Realm and Listed Structures construction works have started on site.
- GCC's Argyle Street West (M8 Kingston Bridge to Union Street) completed construction at the end of September 2026
- Works at the western end of GCC's George Square were completed in August 2026, marked by an event in early September welcoming the public back to the Square and surrounding streets.
- GCC's Stockwell Street project has now started construction.
- Main contractor early involvement tender returns have been received for SLC's Stewartfield Way on 22 October 2026. The initial Kingsgate Retail Park Traffic Assessment was received by SLC and the Environmental Impact Assessment contract was awarded on 2 October.
- Scottish Gas Networks began diversionary works for the SLC Hamilton Road Junctions Improvement in early September.
- SLC's Larkhall Leisure Centre in Larkhall Community Growth Area began construction in September 2026.

Enabling Commercial Space (ECS) Highlights

- The EDC's Southbank House's scope has been developed and a revised self-assessment has been submitted to the PMO in September 2026 including further detail on the deliverables under the additional Local Growth Fund allocation (£608,000).
- The Ecology and Tree surveys for the ERC's Crossmill (New Build) are complete. Invasive Species surveys are now complete and treatment is scheduled to begin mid-October.
- The foundations, steel frame, ground slabs, upper floors and blockwork are complete for both buildings of the GCC's Red Dalmarnock X Works (New Build) project.
- Kelburn and Crescent Street Site Investigations have been returned to Inverclyde Council.
- RC's Tech Terrace Ph.2 is proceeding to design stage.

4. REGIONAL ECONOMIC STRATEGY

Action Plan Monitoring and Updates

4.1.1 For Q2 2026/27, the Action Plan Monitoring and Updates includes both RES Actions and actions concerning other core GCR workstreams in relation to:

- Audit;

- Communications and Marketing;
- Finance;
- Governance; and,
- Legal and Procurement.

4.1.2 The Glasgow City Region Programme Management Office is monitoring the delivery of the Action Plan, and a detailed progress report is attached at Appendix 10b.

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

4.1.4 The Action Plan for 26/27 includes 64 actions. The table below provides a summary of the status for the current RES Actions.

Table 1: RES Action Summary for Q1 2026/27

SUMMARY	Q2 26/27	Q1 26/27
Red	0 (0%)	0 (0%)
Amber	4 (5%)	7 (11%)
Green	40 (62%)	40 (62%)
Complete	7 (11%)	4(5%)
Future	12 (20%)	12 (20%)
Superseded	1 (2%)	1 (2%)
Total	64 (100%)	64 (100%)

4.1.5 **11% of actions** are Complete, **62%** reported as Green and 0% are reported as Red for this Quarter.

4.1.6 **4 (6%)** RES Actions are reporting as Amber during this cycle:

- **Action 10 - Develop a Strategic Masterplan for Clyde Mission** - due to a revised timeline, now bringing a report to Cabinet in November 2026.
- **Action 18- Establish and embed a GCR Good Employment Charter** – pending discussion on reaching agreement on how the delivery of the action will be resourced.
- **Action 41**: **Develop profiles on GCR's Economic Clusters** – amber due to a revised timeline.
- **Action 43: Support Inverclyde Council, as the MA lead, to develop the scope for the Maritime Skills Programme and provide employment and training opportunities Inverclyde residents** – amber due to a revised timeline.

4.1.7 Three actions moved to Complete in Q2 2026/27:

- **Action 21:** Preparation and submission of PMO Annual Accounts 2025/26.
- **Action 33:** Deliver the 5G Innovation Region business cases for all programme elements.
- **Action 36:** Scope and develop proposal for the Local Innovation Partnership Fund

4.1.8 A brief update on the progress which has been made with each of the RES programmes is set out below. Separate update reports on the Clyde Mission Strategic Masterplan and Clyde Metro Case for Investment are included on the Cabinet agenda. An update on the City Deal is provided at Section 6 of this report.

Innovation Programme

4.1.9 UKRI have confirmed their approval of £50m GCR portfolio for the Local Innovation Partnership Fund programme to support the Health and Life Sciences cluster in the Region (drug discovery and diagnostics). The team is working with UKRI and the projects to get them started. Work is also ongoing to set up a host event with ministerial attendance.

Investment Programme

4.1.10 Investment Zone - A detailed update (6-monthly report to UK and Scottish Gov) on the GCR IZ is contained within the Cabinet papers for this cycle.

4.1.11 The Local Growth Fund (LGF) is a £60.9m fund over a 3-year period (26/27-28/29) which supports economic growth through the themes Enabling Local Growth Infrastructure, Support for Business and Skills and Employment Support. Y1 revenue is being utilised by Member Authorities as a

transition year to continue providing Skills and Employment and Business Support services. The first 6-monthly report in included as a separate Nov Cabinet agenda item.

Clyde Mission

4.1.12 The Clyde Mission Strategic Masterplan is a separate item on the Cabinet agenda. Subject to the necessary approvals, an official launch of the Strategic Masterplan is planned to mark the transition from development to delivery and to support the next phase of partner engagement, investment promotion and implementation planning.

4.1.13 CM-HDF Round 2 assessments have been completed and considered by the GCR Chief Executives' Group (CEG). Application CM-HDF-262704, submitted by Scottish Water Horizons and application CM-HDF-262705, submitted by Clyde Gateway, have been approved by CEG.

4.1.14 Round 3 of the Clyde Mission Heat Decarbonisation Fund (CM-HDF) closed on 25 September 2026 and attracted two applications seeking a total of £6.19 million. These applications will be assessed by an Independent Assessment Panel, with recommendations subsequently reported to the GCR Chief Executives' Group in December 2026, followed by updates to the Regional Partnership and GCR Cabinet.

4.1.15 The Fund is hosted on a dedicated website that includes an online eligibility test, a grant-application portal, a story map outlining the scheme, and a comprehensive suite of guidance documents.

4.1.16 The annual review of the funding scheme has been undertaken to assess the effectiveness of the current delivery model and identify opportunities to enhance programme performance and strategic impact. An options appraisal was completed to explore alternative approaches and inform future development of the scheme. The review findings will now be considered through a workshop focused on Horizon 1 and Horizon 2 recommendations, aligned with emerging themes from the Strategic Masterplan. Horizon 1 will focus on short-term improvements that can be implemented within existing programme structures, including application processes, assessment criteria, monitoring arrangements and stakeholder engagement. Horizon 2 will consider longer-term opportunities to evolve the funding model, strengthen alignment with Strategic Masterplan priorities, maximise place-based outcomes, and support the transition towards a more integrated and transformational investment approach. The workshop will seek to agree priorities, implementation actions and next steps to inform future programme delivery.

Sustainable City Region Programme

4.1.17 Key areas of focus for GCR Place's Green Network team at the moment include completing the environmental sections of 'Call for Sites' assessments on behalf of MAs, developing the pipeline of peatland restoration sites and establishing the River Kelvin Catchment Partnership. The Catchment Partnership is working with Nature Scot to deploy their innovative 'Natural Capital' tool to help create a baseline of environmental assets across the catchment and enable scenario testing of potential projects to be undertaken.

4.1.18 Clyde Climate Forest's (CCF) first five years of operation has seen encouraging progress against CCFs targets, including planting around five million trees.

4.1.19 CCF has been successful in securing £152,000 in additional funding through the Scottish Government's Nature Restoration Fund. This will enable an expansion of CCFs activities this year, including a new partnership with Keep Scotland Beautiful to engage schools. It has also enabled CCF to progress the 'Connecting to Rural Communities' programme in partnership with MAs in Shotts (NLC), Twechar (EDC) and Douglas/Rigside (SLC).

4.1.20 A 950 hectares peatland restoration project was completed this year at Duchal Moor in Inverclyde. Nature Scot also confirmed an extension of funding for the GCR Peatland Action Officer for a further two years to 2029.

4.1.21 GCR and GCC have supported Glasgow Life to re-open the Biological Records Centre, a critical resource that helps us to understand and monitor the region's wildlife. A series of workshops have been held to raise awareness of the Centre.

Housing Retrofit Programme

4.1.22 The Regional Retrofit Strategy and Action Plan was approved by Cabinet on 25/2/25. An annual update report was taken to Cabinet on 17/3/26 which provided an overview of the emerging policy landscape and an update on the Action Plan. The Housing Retrofit Delivery Group (HRDG) continues to oversee delivery of the actions to accelerate retrofit in the Region. Early work has focussed on the need for a One Stop Shop/ Retrofit Agency to support retrofit delivery, including engagement with the Existing Homes Alliance (EHA) on the development of their 'vision for retrofit support' discussion

paper. Members of the HRDG, including GCR PMO and GCC met with Scottish Government on 5 May 2026 to feed into their study into the future provision of retrofit advice. Selected members of the HRDG also took part in interviews across September 2026 as part of the Scottish Government's Future Home Energy Advice Service Landscape Review and will continue to liaise with this team going forward.

4.1.23 The HRDG continue to engage with the Scottish Government on the developing Heat in Buildings (HiB) Bill and recent amendments to this Bill. A representative from the Scottish Government's Future Finance team attended the HRDG on 26 February to provide further context on the Scottish Government's response to the Green Heat Finance Taskforce reports and engage with the HRDG on what they would like to see in the revised HiB Bill.

4.1.24 The GCR PMO have recently been seeking to understand best practice in retrofit activity by reaching out to Combined Authorities across the UK. This has resulted in meetings taking place between GCR PMO/GCC and South Yorkshire Mayoral Combined Authority on 31 July 2026. Meeting with the Liverpool City Region Combined Authority on the 17 September 2026 and receiving a presentation from the West Midlands Combined Authority to the HRDG on the 8 October 2026.

Future Skills Programme

4.1.25 The Regional Empowerment Skills Workstream continues to progress activity, the workstream met in early August to agree the Terms of Reference and scope of the workstream and subsequently attended two workshop sessions in September and October facilitated by KPMG furthering the skills proposition.

4.1.26 Activity is underway for the exploratory design phase of the GCR Investment Zone Skills Programme for Advanced Manufacturing and Precision Engineering (AMPE) Skills Programme. GCR hosted a design workshop on 20 September with a series of Investment Zone project leads/partners and wider stakeholders. The purpose was to test, challenge and validate the emerging proposal for Phase 1 delivery. The workshop findings will further inform the design of Phase 1 of the Skills Programme.

4.1.27 Following the Scottish Parliament General Election in May 2026, Conversations are ongoing between GCR, SDS and Scottish Government regarding the funding position for 2026/27 delivery. Scottish Government Ministers approved a reduced £1.1M budget for 2026/27 in July. GCR subsequently worked with delivery partners to revise activity and outputs within the available funding and delivery timeframe. CEG approved the revised revenue allocations in September, enabling providers to progress the updated programme. GCR continues to meet with Scottish Government on a fortnightly basis to update on progress.

Economy and Health Programme

4.1.28 The Region continues to promote the Living Wage through the Making GCR a Living Wage Place campaign, which is nearing the end of year two. As income is a key determinant of health, encouraging more employers to become Living Wage Accredited supports a population with better physical and mental health and creates a stronger, more inclusive economy.

4.1.29 The Action Plan for the campaign includes targets for the number of newly accredited employers, uplifts in pay for the lowest paid workers as a result of these accreditations, and a goal for the number of Living Hours Accredited Employers.

4.1.30 The GCR is sponsoring an award at the annual Living Wage Awards, which took place to take place on 12 November, and the GCR Action Group was shortlisted for an award in the 'Local Champion' category.

4.1.31 A Living Wage Trail was developed as a promotional tool to support the work. The Trail is a walking route incorporating a number of accredited Living Wage businesses, encouraging support for these employers and promoting the importance of fair pay and good work. There is scope to build on this work to focus on particular geographies or sectors.

4.1.32 In response to the Community Wealth Building (Scotland) Act – which formally commenced on 1st October – there is an intention to take a regional approach to forming a Community Wealth Building (CWB) Partnership. The Partnership will be responsible for developing a CWB Plan and delivering on the actions within this Plan. Each member local authority has a nominated CWB contact, each of whom has shared information on local approaches to responding to the Act. There will be a need to align local and regional work, making best use of levers available at regional level while maintaining the 'community' in CWB. Paul Manning, Chief Executive of South Lanarkshire Council, will chair, building on his role with the regional Anchor Network. Planning for an inaugural meeting of the Partnership is underway.

Inclusive Economy Programme

4.1.33 Based on a proposal developed by the Intelligence Hub, the PMO are working with Glasgow City Council to design, develop, and deliver the Early Learning and Childcare Challenge Fund. The work builds on learning and experience from a similar programme in Greater Manchester. Through the Fund, targeted business innovation support and grant monies are being provided to facilitate the realisation of innovative ideas designed to address critical challenges for ELC providers. A 'community of practice' is also being established to foster peer networking and support broader learning from the Fund. This work with Glasgow City Council is a pilot, funding nine successful bids, with the intention to extend the Fund to other sectors within the Foundational Economy, and other places within the Region, in due course. The nine projects will run until June 2027, with business innovation support in place throughout. The evaluation of the work is being led by the GCR Intelligence Hub.

4.1.34 Following approval by the Chief Executives' Group, the GCR PMO provided grant funding to The Big House Multibank (now 'Multibank Scotland') to scope the establishment of a multibank model in the Region. The scoping exercise was completed in June 2026, and Multibank Scotland is now working with local partners to establish sites in Drumchapel and Inverclyde, with MoveOn as the distribution partner. The model channels donations of quality surplus goods through local hubs to individuals and families who can benefit from them. These two initial sites are expected to provide a foundation for wider expansion across GCR over time.

Green Business Support Programme

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

4.1.36 £2.5m has been allocated from the Local Growth Fund to support SMEs across the region transition to net zero with a grants programme of up to £10,000 per company. This will be funded through the Capital element of the LGF's Support for Business theme. This grant would be match-funded by the SME.

4.1.37 Management and delivery of the transition funding would be by the eight MAs in the city region, through their established structures.

Electric Vehicle and Infrastructure Programme

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

Work to finalise the ITT procurement documents including the technical specification and the Contract including schedules has been completed. The ITT was published on 8 October 2026. This will remain live until 25 January 2027 with the evaluation of tenders being evaluated in February and March 2027.

Commercial Land and Property

4.1.39 Work is continuing on the Strategic Employment Locations study. This work will contribute to Local Development Plan and Regional Spatial Strategy activities and possible future investment programmes in site assembly, masterplanning, servicing, marketing and development. A draft report was considered by the Regional Economy Planning Group on Thursday 30th of April. A digital tool has been developed to help identify potentially suitable locations. This is being tested with MAs, Scottish Enterprise and others and is the subject of a workshop on 13 of November.

Inverclyde

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

5. CITY REGION TEAM UPDATES

Recruitment

5.1.1 Approval was granted from CEG to backfill a full-time GIS Planning Analyst post to provide GIS and spatial planning capacity for GCR Place functions, including preparation of the Regional Spatial Strategy, infrastructure planning and wider strategic spatial activities across the City Region. This post is part of the existing approved PMO budget.

Defence and Security

5.1.2 At the October meeting of the Glasgow Economic Leadership ('GEL'), it was agreed to set up a new Defence and Security workstream to be co-chaired by Sir Simon Lister (BAE Systems) and John Howie (formerly of Babcock). The group will focus on regional economic development based on helping solve some of the MODs key challenges. In doing so, it will focus on four missions:

- Mission 1 - Naval Shipbuilding
- Mission 2 – Space & Defence Space Systems
- Mission 3 - Sovereign Critical Technologies & Defence Industrialisation
- Mission 4 – SME Development

5.1.3 Once the workstream is established a paper will be brought to the CEG and Glasgow City Region Cabinet to advise on next steps.

6. CITY DEAL PROGRAMME STATUS SUMMARY

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

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

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

6.1.3 In terms of Infrastructure Programme business case developments:

- of 1 Case for Investment (CFI) to be created, 1 is in progress and this is for the new Clyde Metro;
- of the 20 Strategic Business Cases (SBCs) to be created, all are now complete;
- of the 1 Strategic/Outline Business Case (S/OBC) to be created, it is now complete, and this was for the new Enabling Commercial Space regional programme;
- of the 30 Outline Business Cases (OBCs) to be created, 30 have been approved by Cabinet
- of the 11***7*** Full Business Cases (FBCs) expected to be developed, 76 have been approved to date.
- no project is reported at **Red** status;
- 1 is fully **Complete** - Gartcosh/Glenboig Community Growth Area Project;
- 2 projects are reporting at **Amber** status which are GCC's Enabling Infrastructure Integrated Public Realm (EIIPR) and Canal and North Gateway; and
- 19 are reporting at **Green.**

6.1.4 A position statement, setting out project progress and the issues being faced by projects is set out in Section 13.

7. DELEGATED APPROVALS BY THE EXECUTIVE DIRECTOR OF ECONOMIC GROWTH

7.1.1 Under the Scheme of Delegation approved by Cabinet in August 2020, the Executive Director of Economic Growth (EDEG) has authority to approve Full Business Cases with City Deal funding up to a value of £4.5m. No FBCs have been approved by EDEG in Q2 26/27.

8. CITY DEAL CHANGE CONTROLS REQUESTS (CCRs)

8.1.1 A total of ***19*** CCRs have been submitted by the MAs in the period for approval.

8.1.2 Six CCRs were assessed as minor and Cabinet is invited to note that these were approved by the EDEG under delegated authority on 29 October 2026 as set out below.

8.1.3 **South Lanarkshire Council – East Kilbride Community Growth Area - St Andrews/St Brides High School Extension — 261008_SLC_044 (MA Ref: SLC-CGA-SS2)**

- **Timeline Changes:**
  Construction Start delayed from March 2026 to 12 October 2026 (+7months)
  Construction End delayed from February 2027 to November 2027 (+9months)
- **Reason for the change:** The delay has arisen as a result of the legal carve-out process required within the PPP contract and the associated contractual and governance complexities, which have extended the period required to reach financial close and commence construction.
- **Scope Changes:** There is no anticipated change to scope.
  Benefits Realisation: Benefits realisation will be delayed 9 months as per delay to construction end.
- **Finance Changes:** Delay to timeline will change expenditure profile but no change to the overall project budget.
- **CCR History:** 1 previous restatement on time, scope, finance and benefits.
- **Recommendation**: PMO assessment is that the above represents **Minor Change** noting the construction is now underway and the completion date is more than 2 years in advance of the programme end date Dec 2029. ***Cabinet is recommended to note that EDEG has approved this CCR*** with the **condition that no further extensions will be granted to the timeline of the project.**

8.1.4 **South Lanarkshire Council – Larkhall Community Growth Area - Holycross High School Extension – 261008_SLC_048 (MA Ref: SLC-CGA-SS2)**

- **Timeline Changes:**
  Construction start delayed from February 2026 to October 2026 (+8months); and
  Construction End delayed from May 2027 to December 2027 (+7months)
- **Reason for the change:** The delay has arisen as a result of the legal carve-out process required within the PPP contract and the associated contractual and governance complexities, which have extended the period required to reach financial close and commence construction.
- **Scope Changes:** There is no anticipated change to scope.
  Benefits Realisation: Benefits realisation will be delayed 7 months as per delay to construction end.
- **Finance Changes:** Delay to timeline will change expenditure profile but no change to the overall project budget.
- **CCR History:** 3 previous restatements. 3 on time, 1 on finance and 1 on benefits. Over the course of the deal, the construction end has moved from August 2024 (in SBC) to December 2027 (+3 years and 4 months).
- **Recommendation**: PMO assessment is that the above represents **Minor Change** due to movement in construction end date of 7 months to Dec 2027, noting the construction is now underway, and the construction end date remains 2 years ahead of programme end date of Dec 2029. ***Cabinet is recommended to note EDEG has approved this CCR*** with the **condition that no further extensions will be granted to the timeline of the project.**

8.1.5 **South Lanarkshire Council – Larkhall Community Growth Area – M74 Works –- 261008_SLC_046 (MA Ref: CGA-L-M74SR-CCR2)**

- **Timeline Changes:**
  FBC approval is delayed from September 2026 to June 2027 (+9months)
  Construction start is delayed from October 2026 to July 2027 (+9 months)
  Construction End delayed from October 2027 to December 2027 (+2 months)
- **Reason for the change:** The trigger point for this phase of works is the completion of 550 residential units. The current number of completed units at the Larkhall CGA is 470, and the first completions for the next phase are not expected until early 2028.
- **Scope Changes:** There is no anticipated change to scope.

Benefits Realisation: Benefits realisation will be delayed 2 months as per delay to construction end.

- **Finance Changes:** The delay to the programme will result in a revised expenditure profile.
- **CCR History:** 2 previous restatements. 2 on time, 1 on finance and 1 on benefits. Over the course of the deal, the construction end has moved from June 2024 (in SBC) to December 2027 (+3 years and 6 months).
- **Recommendation**: PMO assessment is that the above represents **Minor Change** due to movement in construction end date of only 2 months to Dec 2027, which is 2 years ahead of programme end date of Dec 2029. ***Cabinet is recommended to note EDEG has approved this CCR with*** the **condition that no further extensions will be granted to the timeline of the project.**

8.1.6 **South Lanarkshire Council – Enabling Commercial Space – Industrial Unit (Upgrades and Retrofit) and Cathcart Road (New Build) – 261008_SLC_049 (MA Ref: SLC-ECS-002)**

- **Scope Changes:** This CCR seeks approval to replace the existing 2 SLC ECS projects (Industrial Unit (Upgrades and Retrofit) and Cathcart Road (New Build)) which is to be shortlisted from a range of identified development sites.
- **Reason for the change:** Following the completion of feasibility studies, site assessments and market analysis, it has been determined that the identified development sites provide a stronger strategic fit with the objectives of the Enabling Commercial Space programme than the previously approved Retrofit and Cathcart projects.
- **Finance Changes:** It is proposed that the City Deal allocations previously assigned to the existing ECS projects (£963,000 for Retrofit and £1,112,919 for Cathcart Road) are combined and redirected to a new Enabling Commercial Space project.
- **Timeline Changes:** Currently no revised timeline is available as the identification of the specific new project is progressing through internal approvals. A further CCR will be submitted once the project has been approved and the programme milestones agreed.
  Benefits Realisation: The proposed project is expected to deliver enhanced economic benefits through the provision of modern industrial and commercial accommodation, supporting business expansion, inward investment, job creation and increased commercial activity. Benefits realisation will be aligned with the revised programme and will commence following completion and occupation of the new accommodation.
- **CCR History: 1** previous restatement on scope.
- **Recommendation**: PMO assessment is that the above represents **Minor Change** as it is seeking to update the City Deal programme that two of the three projects which were short-listed to go through self-assessment have now been discounted and that a replacement project is in the process of being identified. It is also noted that one shortlisted ECS project (Red Tree Labs) has progressed to FBC. ***Cabinet is recommended to note that EDEG has approved this CCR.***

8.1.7 **South Lanarkshire Council – Hamilton Community Growth Area – Hamilton Road Junctions – - 261008_SLC_045 (MA Ref: CGA-H-WWH-CCR03)**

- **Timeline Changes:**
  Issue Tender: January 2027
  Submit Revised FBC – March 2027
  Contract Award – March 2027
  Restart construction – April 2027
  Construction End delayed from November 2025 to September 2027 (+1 year and 8 months)
- **Reason for the change:** The project commenced in early 2025. Works at the Gateside Street/Johnston Road junction were completed in May 2025, the Strathaven Road/Mill Street junction in October 2025, and the Woodfoot Road/Haighstonhall Road junction in November 2025. Due to contractor performance issues, the contract for the remaining phases of the works was terminated. The outstanding works at the Wellhall Road/Woodfoot Road/Hillhouse Road

junction are therefore required to be re-tendered, however advanced utility works are currently on site.

- **Scope Changes:** There is no anticipated change to scope.
  Benefits Realisation: Benefits realisation will be delayed 1 year and 8 months as per delay to construction end.
- **Finance Changes:** The programme realignment provides an opportunity to refresh the delivery programme and expenditure profile while maintaining the project within its approved budget. The requirement to retender the remaining works is not expected to impact the overall financial position of the project.
- **CCR History:** 7 previous restatements on time. Over the course of the deal, the construction end has moved from December 2021 (in SBC) to September 2027 (+5 years and 9 months).
- **Recommendation**: PMO assessment is that the above represents **Minor Change** recognising that three of the junctions are now complete and one remains to be completed under a new contractor with completion set to be achieved more than 2 years in advance of the Programme construction end date of Dec 2029. ***Cabinet is recommended to note EDEG has approved this CCR*** with the **condition that no further extensions will be granted to the timeline of the project.**

8.1.8 **East Renfrewshire Council – M77 Strategic Corridor - Aurs Road – 261012_ERC_051 (MA Ref: AR11)**

- **Timeline Changes:** Construction End delayed from May 2026 to May 2027 (+12 months).
- **Reason for the change:** Contractor delays, compensation events & defects. The change in the reported construction end date and the associated milestone status (reported as Complete in previous quarter) requires to be changed to accurately reflect delays to the opening of the active travel route. The active travel route was initially expected to open shortly after the road however this has not happened to allow other elements of the works on-site to be completed, therefore construction end date is to be restated to reflect new programme for completion of remaining active travel scope.
- **Scope Changes:** There is no anticipated change to scope.
  Benefits Realisation: Benefits realisation for the use of the active travel outputs will be delayed 12 months as per delay to construction end for these elements.
- **Finance Changes:** There is no anticipated change to project finance.
- **CCR History:** 14 previous restatements: 12 on time, 6 on finance and 1 on scope. Over the course of the city deal, the construction end has moved from April 2021 (in SBC) to May 2027 (+6 years and 1 month)
- **Recommendation**: PMO assessment is that the above represents **Minor Change** recognising that one key element of the project scope (the new/enhanced road) is operational and it is the remaining active travel output which, while significantly progressed, requires final completion with construction end moving to May 2027, which is 2.5 years ahead of programme end date of Dec 2029. ***Cabinet is recommended to note EDEG has approved this CCR*** with the **condition that no further extensions will be granted to the timeline of the project.**

8.1.9 Five CCRs were assessed as moderate and ***were*** presented to CEG for consideration. ***Cabinet is recommended to note that CEG approved these CCRs on 5 November 2026.***

8.1.10 **Inverclyde Council – Enabling Commercial Space – Crescent Street (New Build) – 261028_IC_015 (MA Ref: IC/ECS/Crescent ST/01 CCR)**

- **Timeline Changes:**
  FBC approval delayed from October 2026 to October 2027 (+12 months)
  Contract award delayed from November 2026 to November 2027 (+12 months)
  Construction start delayed from December 2026 to December 2027 (+12 months)
  Construction End remains unchanged as December 2029.
  Scope Changes: There is no anticipated change to scope.
- **Benefits Realisation:** There is no anticipated change to Benefits Realisation
- **Finance Changes:** There is no anticipated change to finance

- **Reason for the change:** This CCR has been submitted to more accurately reflect realistic timescale for the development of the project.
- **CCR History:** 0 previous restatements:
- **Recommendation**: PMO assessment is that the above represents **Moderate Change** due to movement in construction start by 12 months. It is noted no movement is requested in the construction end date, rather an accelerate build duration of 24 months is targeted, which remains achievable. ***Cabinet is recommended to note that CEG approved this CCR on 5 November 2026*** with the **condition that no further extensions will be granted to the timeline of the project.**

8.1.11 **Inverclyde Council – Enabling Commercial Space – Kelburn (New Build) – 261028_IC_016 (MA Ref: IC/ECS/Kelburn /01 CCR)**

- **Timeline Changes:**
  FBC approval delayed from October 2026 to October 2027 (+1 year)
  Contract award delayed from November 2026 to November 2027 (+1 year)
  Construction start delayed from December 2026 to December 2027(+1 year)
  Construction End remains unchanged as December 2029.
- **Scope Changes:** There is no anticipated change to scope.
- **Benefits Realisation:** There is no anticipated change to Benefits Realisation
- **Finance Changes:** There is no anticipated change to finance
- **Reason for the change:** This CCR has been submitted to more accurately reflect realistic timescale for the development of the project.
- **CCR History:** 0 previous restatements:
- **Recommendation**: PMO assessment is that the above represents **Moderate Change** due to movement in construction start by 12 months. It is noted no movement is requested in the construction end date, rather an accelerate build duration of 24 months is targeted, which remains achievable. ***Cabinet is recommended to note that CEG approved this CCR on 5 November 2026*** with the **condition that no further extensions will be granted to the timeline of the project.**

8.1.12 **Inverclyde Council – Enabling Commercial Space – Inchgreen (New Build) – 261028_IC_017 (MA Ref: IC/ECS/Inchgreen/01 CCR)**

- **Timeline Changes:**
  FBC approval delayed from October 2026 to October 2027 (+1 year)
  Contract award delayed from November 2026 to November 2027 (+1 year)
  Construction start delayed from December 2026 to December 2027(+1 year)
  Construction End remains unchanged as December 2029.
- **Scope Changes:** There is no anticipated change to scope.
- **Benefits Realisation:** There is no anticipated change to Benefits Realisation
- **Finance Changes:** There is no anticipated change to finance
- **Reason for the change:** This CCR has been submitted to more accurately reflect realistic timescale for the development of the project.
- **CCR History:** 0 previous restatements:
- **Recommendation**: PMO assessment is that the above represents **Moderate Change** due to movement in construction start by 12 months. It is noted no movement is requested in the construction end date, rather an accelerate build duration of 24 months is targeted, which remains achievable. ***Cabinet is recommended to note that CEG approved this CCR on 5 November 2026*** with the **condition that no further extensions will be granted to the timeline of the project.**

8.1.13 **Inverclyde Council – Enabling Commercial Space – Ingleston Park (Refurbishment) – 261028_IC_018 (MA Ref: IC/ECS/Ingleston /01 CCR)**

- **Timeline Changes:**
  FBC approval delayed from October 2026 to October 2027 (+1 year)
  Contract award delayed from November 2026 to November 2027 (+1 year)

Construction start delayed from December 2026 to December 2027(+1 year)
Construction End remains unchanged.

- **Scope Changes:** There is no anticipated change to scope.
- **Benefits Realisation:** There is no anticipated change to Benefits Realisation
- **Finance Changes:** There is no anticipated change to finance
- **Reason for the change:** This CCR has been submitted to more accurately reflect realistic timescale for the development of the project.
- **CCR History:** 0 previous restatements:
- **Recommendation**: PMO assessment is that the above represents **Moderate Change** due to movement in construction start by 12 months. It is noted no movement is requested in the construction end date, rather an accelerate build duration of 24 months is targeted, which remains achievable. ***Cabinet is recommended to note that CEG approved this CCR on 5 November 2026*** with the **condition that no further extensions will be granted to the timeline of the project.**

8.1.14 **Renfrewshire Council – Enabling Commercial Space – Tech Terrace Ph.2 – 261007_RC_018 (MA Ref: Enabling Commercial Space CR002)**

- **Scope Changes:** The Tech Terrace Ph.2 project will be split into two elements (Tech Terrace works and District Heating Network works), with each having their own FBC and milestones.
- **Timeline Changes:**

  Tech Terrace Ph.2 works;
  - FBC CEG Approval Date (TT2): delayed from May 2027 to August 2027 (+3months)
  - Award of Contract (TT2): delayed from May 2027 to December 2027 (+7months)
  - Construction Start (TT2): delayed from June 2027 to January 2028 (+7months)
  - Construction End (TT2): delayed from February 2028 to December 2028 (+10months)
  - Formal opening: delayed from March 2028 to January 2029 (+10months)

  District Heating Networks element:
  - FBC CEG Approval Date (DHN works): August 2027
  - Award of Construction Contract (DHN works): March 2028
  - Construction Start (DHN works): April 2028
  - Construction End (DHN works): November 2028
- **Reason for the change:** Delays due to protracted procurement exercise associated with Tech Terrace Phase 1 (Scottish Enterprise funded) and obtaining financing for design team fees for development of Phase 2, in advance of FBC approval. DHN complexities associated with both phases have also resulted in further impacts on project timeline.
- **Finance Changes:** No anticipated change to finance. There is no change to the funding split.
  Benefits Realisation: Benefits realisation will be delayed by 10 months as per delay to construction end. RC has noted that the benefits for both FBCs have not yet been quantified.
- **CCR History:** 0 previous restatements:
- **Recommendation**: PMO assessment is that the above represents **Moderate Change** due to movement in timescales by 10 months. It is also noted that there have been no previous CCRs. ***Cabinet is recommended to note that CEG approved this CCR on 5 November 2026*** with the **condition that no further extensions will be granted to the timeline of the project.**

8.1.15 Eight CCRs have been assessed as Significant and CEG has referred these to Cabinet for consideration.

8.1.16 **East Renfrewshire Council – M77 Strategic Corridor - Balgray Visitor Facilities – 261012_ERC_052 (MA Ref: VC17)**

- **Timeline Changes:**
  FBC approval delayed from May 2026 to September 2027 (+1 year and 4 months)
  Construction start delayed from June 2026 to September 2027 (+1 year and 3 months)
  Construction End delayed from February 2027 to May 2028 (+1 year and 3 months)
- **Reason for the change:** Detailed programme provided by the supplier. The previous timeline was based on high-level estimates prepared prior to contract award and before detailed

programming had been undertaken. The revised programme reflects the contractor's developed delivery programme, sequence of activities and agreed project milestones.

- **Scope Changes:** There is no anticipated change to scope.
- **Benefits Realisation:** Benefits realisation will be delayed 1 year and 3 months as per delay to construction end.
- **Finance Changes:** Delay to timeline will change expenditure profile.
- **CCR History:** 14 previous restatements: 10 on time and 6 on finance. Over the course of the city deal, the construction end has moved from April 2022 (in SBC) to May 2028 (+6 years and 1 month)
- **Recommendation**: PMO assessment is that the above represents **Significant Change** due to movement in timescales of over one year and the number of CCRs previously submitted. **CEG has noted this CCR and referred it to Cabinet with a recommendation for approval, noting that no further extensions will be granted to the timeline of the project and that interim milestones to FBC completion are to be agreed with the PMO to allow for enhanced monitoring of progress.**

8.1.17 **East Renfrewshire Council – Enabling Commercial Space – Crossmill – 261012_ERC_053 (MA Ref: ERC ECS CCR)**

- **Timeline Changes:**
  FBC approval delayed from June 2026 to August 2027 (+1 year and 2 months)
  Construction start delayed from October 2026 to January 2028 (+1 year and 3 months)
  Construction End delayed from November 2027 to January 2029 (+1 year and 2 months)
- **Reason for the change:** Detailed market research was instructed as a precursor to progressing the project.
- **Scope Changes:** There is no anticipated change to scope.
- **Benefits Realisation:** Benefits realisation will be delayed 1 year and 2 months as per delay to construction end.
- **Finance Changes:** Delay to timeline will change expenditure profile.
- **CCR History:** 0 previous restatements:
- **Recommendation**: PMO assessment is that the above represents **Significant Change** due to movement in timescales of over one year to the construction end date. **CEG has noted this CCR and referred it to Cabinet with a recommendation for approval, noting that no further extensions will be granted to the timeline of the project and that interim milestones to FBC completion are to be agreed with the PMO to allow for enhanced monitoring of progress.**

8.1.18 **Glasgow City Council – Enabling Infrastructure Integrated Public Realm – Clyde Street – 261008_GCC_071 (MA Ref: GCC/CCN/EIIPR/018)**

- **Timeline Changes:** FBC approval delayed from November 2025 to March 2027 (+1 year and 4 months);
  Construction Start delayed from February 2026 to July 2027 (+1 year and 5 months); and
  Construction End delayed from November 2027 to December 2028 (+1 year and 1 month)
- **Reason for the change:** Project timescales were impacted by a combination of factors including extended design development due to scheme complexity, stakeholder requirements and technical constraints, as well as prolonged engagement and approval processes involving external stakeholders, statutory undertakers and delivery partners. Progress was also affected by interdependencies across concurrent infrastructure projects, unforeseen third-party incidents, and resource constraints within the wider programme.
- **Scope Changes:** There is no anticipated change to scope.
  Benefits Realisation: Benefits realisation will be delayed 1 year and 1 month as per delay to construction end. All project benefits are forecast to be realised following completion of the works and are therefore expected to be delivered after December 2028. The revised programme timescales are not anticipated to have a material impact on the project's value for money, as the monetised benefits are not time-dependent and remain achievable over the appraisal period.

Accordingly, the delay in benefits realisation is not expected to adversely affect the overall economic case for the project.

- **Finance Changes:** The expenditure profile change associated with a change in timeline will be reflected in the EIIPR expenditure profile in the next quarter's PSR.
- **CCR History:** 3 previous restatements on time. Over the course of the deal, the construction end has moved from September 2023 (in SBC) to December 2028 (+5 years and 3 months).
- **Recommendation**: PMO assessment is that the above represents **Significant Change** due to movement in timescales of over one year. This date is also beyond the construction end date of October 2028 date which was reported for the Delivery Confidence exercise (completed Nov 2025). **CEG has noted this CCR and referred it to Cabinet with a recommendation for approval, noting that no further extensions will be granted to the timeline of the project and that interim milestones to FBC completion are to be agreed with the PMO to allow for enhanced monitoring of progress.**

8.1.19 **Glasgow City Council – Enabling Infrastructure Integrated Public Realm – Broomielaw – 261008_GCC_072 (MA Ref: GCC/CCN/EIIPR/019)**

- **Timeline Changes:** FBC approval delayed from November 2025 to September 2027 (+1 year and 10 months);
  Construction Start delayed from February 2026 to January 2028 (+1 year and 11 months); and Construction End delayed from November 2027 to December 2029 (+2 years and 1 month)
- **Reason for the change:** Project timescales were impacted by a combination of factors including extended design development due to scheme complexity, stakeholder requirements and technical constraints, as well as prolonged engagement and approval processes involving external stakeholders, statutory undertakers and delivery partners. Progress was also affected by interdependencies across concurrent infrastructure projects, unforeseen third-party incidents, and resource constraints within the wider programme.
- **Scope Changes:** There is no anticipated change to scope.
  Benefits Realisation: Benefits realisation will be delayed 2 years and 1 month as per delay to construction end. All project benefits are forecast to be realised following completion of the works and are therefore expected to be delivered after December 2029. The revised programme timescales are not anticipated to have a material impact on the project's value for money, as the monetised benefits are not time-dependent and remain achievable over the appraisal period. Accordingly, the delay in benefits realisation is not expected to adversely affect the overall economic case for the project.
- **Finance Changes:** The expenditure profile change associated with a change in timeline will be reflected in the EIIPR expenditure profile in the next quarter's PSR.
- **CCR History:** 3 previous restatements on time. Over the course of the deal, the construction end has moved from September 2023 (in SBC) to December 2028 (+5 years and 3 months).
- **Recommendation**: PMO assessment is that the above represents **Significant Change** due to movement in timescales of the construction end date by more than two years (which was more than one year beyond the date provided in the Delivery Confidence exercise completed in Nov 2025) to the programme's construction end date of Dec 2029. **CEG has noted this CCR and referred it to Cabinet with a recommendation for approval, noting that no further extensions will be granted to the timeline of the project and that interim milestones to FBC completion are to be agreed with the PMO to allow for enhanced monitoring of progress.**

8.1.20 **Glasgow City Council – Collegelands Calton Barras — High Street - 261008_GCC_072 (MA Ref: GCC/CCN/CCB/014)**

- **Timeline Changes:** FBC Approval delayed from June 2026 to February 2027 (+8months)
  Construction Start delayed from July 2026 to June 2027
  Construction End delayed from September 2027 to March 2029 (+1 year and 6 months)
- **Reason for the change:** Project timescales were impacted by a combination of factors including extended design development due to scheme complexity, stakeholder requirements and technical constraints, as well as prolonged engagement and approval processes involving

external stakeholders, statutory undertakers and delivery partners. Progress was also affected by interdependencies across concurrent infrastructure projects, unforeseen third-party incidents, and resource constraints within the wider programme.

- **Scope Changes:** There is no anticipated change to scope.
  Benefits Realisation: Benefits realisation will be delayed 2 years and 1 month as per delay to construction end. All project benefits are forecast to be realised following completion of the works and are therefore expected to be delivered after March 2029. The revised programme timescales are not anticipated to have a material impact on the project's value for money, as the monetised benefits are not time-dependent and remain achievable over the appraisal period. Accordingly, the delay in benefits realisation is not expected to adversely affect the overall economic case for the project.
- **Finance Changes:** Given that the project has not yet been tendered, the final cost of the works remains subject to the outcome of the procurement process. While cost estimates have been developed to inform the current position, these remain indicative and will not be confirmed until the procurement exercise has been completed and a contract award made. Following conclusion of the procurement process, a further CCN will be submitted to reflect the confirmed project costs. Based on the current estimates, the project is expected to remain deliverable within the approved CCB sub-programme budget.
- **CCR History:** 4 previous restatements:3 on time and 1 on finance. Over the course of the deal, the construction end has moved from February 2021 (in SBC) to March 2029 (+8 years and 1 month).
- **Recommendation**: PMO assessment is that the above represents **Significant Change** due to movement in timescales of the construction end date by more than one year to March 2029. This is also beyond the date provided in the Delivery Confidence exercise of October 2028. **CEG has noted this CCR and referred it to Cabinet with a recommendation for approval, noting that no further extensions will be granted to the timeline of the project and that interim milestones to FBC completion are to be agreed with the PMO to allow for enhanced monitoring of progress.**

8.1.21 **Glasgow City Council – Canal and North Gateway — Dobbies Loan - 261008_GCC_074 (MA Ref: GCC/CCN/CNG/008)**

- **Timeline Changes:** FBC approval delayed from December 2025 to August 2027 (+ 1 year and 8 months)
  Construction Start delayed from February 2026 to September 2027 (+1 year and 7 months)
  Construction End delayed from November 2026 to March 2028 (+1 year and 4 months)
- **Reason for the change:** Project timescales were impacted by a combination of factors including extended design development due to scheme complexity, stakeholder requirements and technical constraints, as well as prolonged engagement and approval processes involving external stakeholders, statutory undertakers and delivery partners. Progress was also affected by interdependencies across concurrent infrastructure projects, unforeseen third-party incidents, and resource constraints within the wider programme.
- **Scope Changes:** There is no anticipated change to scope.
  Benefits Realisation: Benefits realisation will be delayed 1 year and 4 months as per delay to construction end. All project benefits are forecast to be realised following completion of the works and are therefore expected to be delivered after March 2028. The revised programme timescales are not anticipated to have a material impact on the project's value for money, as the monetised benefits are not time-dependent and remain achievable over the appraisal period. Accordingly, the delay in benefits realisation is not expected to adversely affect the overall economic case for the project.
- **Finance Changes:** The expenditure profile change associated with a change in timeline will be reflected in the CNG expenditure profile in the next quarter's PSR.
- **CCR History:** 2 previous restatements on time. Over the course of the deal, the construction end has moved from May 2021 (in SBC) to March 2028 (+7 years and 10 months).
- **Recommendation:** PMO assessment is that the above represents **Significant Change** due to movement in timescales of the construction end date by more than one year to March 2028.

This is also beyond the date provided in the Delivery Confidence exercise which estimated construction end of August 2027. **CEG has noted this CCR and referred it to Cabinet for approval, noting that no further extensions will be granted to the timeline of the project and that interim milestones to FBC completion are to be agreed with the PMO to allow for enhanced monitoring of progress.**

8.1.22 **South Lanarkshire Council – East Kilbride Town Centre - 261008_SLC_043 (MA Ref: EKTC-CCR-04)**

- **Scope Changes:** The Enabling works package has been incorporated into the demolition and Civic Hub construction works to streamline the delivery. Therefore, these workstreams will be progressed under a singular FBC instead of the 2 that were planned originally (FBC 2 Construction of Town Hall/ FBC 3 Site Enabling works for Housing)
- **Timeline Changes:** FBC approval delayed from August 2026 to September 2027 (+1 year and 1 month);
  Construction Start delayed from October 2026 to January 2028 (+1 year and 3 months)
  Construction End delayed from July 2028 to November 2029 (+1 year 4 months)
  Benefits Realisation: Benefits realisation will be delayed 1 year and 4 months as per delay to construction end.
- **Finance Changes:** Delay to timeline will change expenditure profile but no change to the overall project budget.
- **Reason for the change:** The revised programme reflects delays associated with the relocation of the remaining Plaza occupants, together with the timescales required to complete the two-stage Design & Build procurement process and subsequent contract award.
- **CCR History:** 3 previous restatements:2 on finance and 1 on time.
- **Recommendation:** PMO assessment is that the above represents **Significant Change** due to movement in timescales of the construction end date by more than one year to November 2029. This is also beyond the date provided in the Delivery Confidence exercise. **CEG has noted this CCR and referred it to Cabinet with a recommendation for approval, noting that no further extensions will be granted to the timeline of the project and that interim milestones to FBC completion are to be agreed with the PMO to allow for enhanced monitoring of progress.**

8.1.23 **South Lanarkshire Council – Stewartfield Way – 261008_SLC_047 (MA Ref: SFW-EK-CCR2)**

- **Timeline Changes:**
  FBC approval is delayed from June 2026 to November 2027 (+1 year and 5 months)
  Construction start is delayed from October 2026 to March 2028 (+1 year and 5 months)
  Construction End delayed from October 2028 to August 2029 (+10months)
- **Reason for the change:** The project programme has been revised to allow further design development and refinement, ensuring alignment with the aspirations of the wider East Kilbride Town Centre Masterplan. In addition, the procurement of the two-stage design and build contract has resulted in changes to the overall programme. The revised programme reflects the current status of project development and the additional activities required to support delivery.
- **Scope Changes:** There is no anticipated change to scope.
  Benefits Realisation: Benefits realisation will be delayed 10 months as per delay to construction end.
- **Finance Changes:** There is no change to the project budget, and the total project cost is currently anticipated to remain at £30 million. The delay to the overall programme will result in a revised expenditure profile.
- **CCR History:** 3 previous restatements. 2 on time, 1 on finance and 1 on scope. Over the course of the deal, the construction end has moved from March 2026 (in SBC) to August 2029 (+3 years and 5 months).
- **Recommendation:** PMO assessment is that the above represents **Significant Change** due to movement in timescales of the construction end date to August 2029. This is beyond the date provided in the Delivery Confidence exercise and is approaching the programme construction end date of Dec 2029. **CEG has noted this CCR and referred it to Cabinet with a**

recommendation for approval, noting that no further extensions will be granted to the timeline of the project and that interim milestones to FBC completion are to be agreed with the PMO to allow for enhanced monitoring of progress.

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***. ***A new risk (rsk 0044) was added in Q2 26/27 regarding Public Sector Reform in Scotland, and the potential effects to procurement.*** The Register shows:

- There are 1***2*** Programme risks:
- In terms of risk ratings (residual scoring):
  - 0 risks rated as 'very high';
  - 0 risk is rated as 'high';
  - 5 risks are rated as 'medium'; and
  - ***7*** risks are rated as 'low'.

10. CITY DEAL PROGRAMME ISSUES

10.1.1 The Programme Issue Log has been updated, and all updates are noted in ***bold and italics*** in Appendix 4. As at ***5/11/***/2026 there were two issues. No issues have changed rating.

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

11.1. Outputs

11.1.1 A full summary of all Outputs is provided at Appendix 5 in Table 5.1. Outputs reported as being delivered and/or added for the programme within the reporting period for Q***2*** 2026/27 are reported in Table 5.2.

11.2. Follow-on Outcomes

11.2.1 A full summary of all follow-on outcomes is provided at Appendix 6 in Table 6.1. Follow on outcomes reported as being delivered and/or added for the programme within the reporting period for Q***2*** 2026/27 are reported in Table 6.2.

11.3. Community Benefits

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

11.4. Contracts & Community Benefit Outcomes

MA	Value and Number of Contracts In Development		Value and Number of Contracts Awarded to Date		Opportunities (excl. substituted & abandoned)*	Opportunities Delivered	Obtained over the Period	Delivered over the Period	Share of Opportunities Delivered
EDC	£0	[0]	£30,138,443	[23]	134	36	3	0	27%
ERC	£0	[0]	£44,630,813	[74]	187	145	10	0	78%
GCC	£20,000,000	[1]	£237,816,382	[97]	974	802	1	9	82%
GCR	£0	[0]	£1,119,408	[6]	20	10	0	0	50%
PMO	£0	[0]	£1,273,333	[21]	4	3	0	0	75%
IC	£3,250,000	[1]	£15,795,938	[16]	37	31	0	0	84%
NLC	£161,000,000	[3]	£47,098,102	[162]	285	201	8	1	71%
RC	£0	[0]	£115,659,939	[64]	291	245	47	1	84%
SLC	£3,250,000	[2]	£83,289,904	[72]	352	229	3	1	65%
WDC	£34,050,001	[2]	£9,749,385	[16]	61	44	0	0	72%
Total	**£221,550,001**	**[9]**	**£586,571,647**	**[551]**	**2345**	**1746**	**72**	**12**	**74%**

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

11.5. Contract Awards

11.5.1 Since 1 July 2026, 5 contracts with a combined value of £23,581,302 were reported as awarded, bringing the total number to 551 with a value of £586,571,647.

11.6. **Contract Completions**

11.6.1 No further contracts were reported on Cenefits system as 'Complete'. The total number of contracts reported as complete remains at 490 with a combined value of £423,224,163.

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

11.7. **Community Benefit Outcomes**

11.7.1 In the period between 1 July 2026 and 30 September 2026, the following is reported for community benefit on Cenefits for each outcome category as listed below:

- Overall, the number of **Targeted Recruitment & Employment** opportunities increased by 5, bringing the total to 392 (exc. Substituted) with no additional delivered the total of delivered opportunities remained at 310 (79% of all opportunities).

- Overall, 22 additional **Targeted Skills & Training / Qualifications** were obtained over the period bringing the total to 1131 (exc. Substituted & Abandoned) with 4 additional delivered bringing the total delivered to 759 (67% of all opportunities).

- No additional **Supply Chain Development** opportunities were obtained with the total remaining at 114 (exc. Substituted & Abandoned). The number of delivered opportunities increased by 2 bringing the total to 92 (81% of all opportunities).

- Overall, the number of **Qualifications** remained at the same level with the total of 217 (exc. Substituted) and the number delivered remained at 215 (99% of all opportunities).

- Overall, the number of **Community Engagement (Non-Financial)** obtained increased by 39 bringing the total to 253 (exc. Substituted & Abandoned) and the number of delivered interventions increased by 6 to 174 (69% of all opportunities).

- Overall, additional £6K **Community Engagement (Financial Support)** was committed bringing the total to £237K (exc. Substituted), however no new benefits were delivered with the total remaining at £196K (83% of opportunities delivered).

11.7.2 Table 6.4 at Appendix 6 provides full details.

11.8. Community Benefits Hub

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

11.8.2 The current website management contract will conclude in summer 2027. ***Following Cabinet approval, a two-year extension, from September 2027, has now been confirmed with the developer at a cost of £3,300 per annum.*** This will cover hosting and management of the Hub.

11.8.3 The policy for the Community Benefits Hub was approved by the CEG in September 2022. ***Following Cabinet approval in August 2026, a small change to the formal policy wording was made which removed reference to schools being eligible to register. This allows the live councils to take a local approach to school eligibility.***

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

11.8.5 The following organisations have joined as Phase 2 Organisations:

- The University of Strathclyde (joined June 2025). Projects / contracts which are anticipated to use the CBH for community benefits include the new build of the £30 million Charles Huang Advanced Technology & Innovation Centre (CHATIC) in Glasgow City Centre and the ten-year facilities management contract at NMIS in Renfrewshire.

- SPT (joined April 2026). The Hub will initially be promoted to SPT's top 20 suppliers, with the long-term aim of extending its use across the organisation's full £80 million annual procurement spend.

- Glasgow Life, an ALEO of GCC has confirmed its intention to join, with an average annual procurement spend of around £50 million; and
- Social Security Scotland, the Scottish Government agency responsible for managing devolved benefits, is also keen to join the Hub. Social Security Scotland has an estimated annual procurement budget of £38 million and plans to start with five of the largest suppliers in the first six months and then roll out from there.

11.8.6 The table below shows the significant progress which has been made with approving and facilitating community groups ***(486)*** and suppliers/businesses ***(351)*** to access the Hub, with ***611*** community requests approved to end ***September*** 2026.

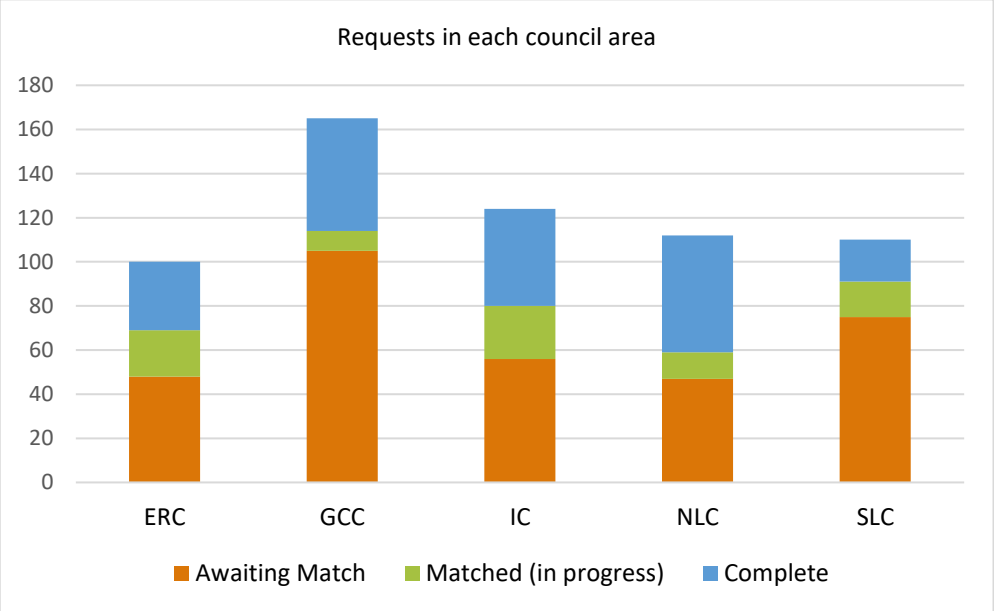
Table: Summary (by Council) to end ***September*** 2026

	Total (Cumulative)	Total In Q	ERC		GCC		IC		NLC		SLC	
			Total	In Q	Total	In Q	Total	In Q	Total	In Q	Total	In Q
Community Groups Approved	***486***	***71***	***66***	***11***	***178***	***9***	***75***	***14***	***88***	***9***	***79***	***28***
Businesses Approved	***351***	***85***	***93***	***17***	***75***	***12***	***65***	***24***	***50***	***6***	***50***	***25***
Requests Approved	***611***	***141***	***100***	***18***	***165***	***26***	***124***	***34***	***112***	***23***	***110***	***40***

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

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

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



Requests	Total (Cumulative)	Total In Q	ERC		GCC		IC		NLC		SLC	
			Total	In Q	Total	In Q	Total	In Q	Total	In Q	Total	In Q
Awaiting Match	***331***	***-***	***48***	***-***	***105***	***-***	***56***	***-***	***47***	***-***	***75***	***-***
Matched (total)	***280***	***81***	***52***	***10***	***60***	***5***	***68***	***32***	***65***	***15***	***35***	***19***
In Progress	***82***	***44***	***21***	***-***	***9***	***-***	***24***	***-***	***12***	***-***	***16***	***-***

Complete	***198***	***37***	***31***	***1***	***51***	***6***	***44***	***13***	***53***	***7***	***19***	***10***

11.8.9 The table above shows by end of ***September*** 2026, ***198*** Requests had been delivered by Suppliers for local Community Groups, with an overwhelmingly positive response, and a further ***82*** had been Matched and approved with delivery in progress.

11.8.10 Requests delivered in this quarter include:

- ***Improvements to community facilities, including:***
  - ***Donation of kitchen equipment (dishwasher and coffee machine) to support community meals in Maryhill;***
  - ***Repairs and maintenance work for a children's charity in Castlemilk;***
  - ***A new outdoor seating area and activity space in a community garden in Rutherglen;***
  - ***Furnishings for a mental wellbeing hub in Inverclyde;***
  - ***Support for a wellbeing Pod in an unused space, to support local families;***
  - ***Office equipment for community centres in Coatbridge and Hamilton; and***
  - ***Internet connectivity improvements for a bowling club in Greenock.***
- ***Support for community gardens, growing projects and environmental projects, including:***
  - ***Tools and materials for hospice gardens in East Kilbride;***
  - ***Compost for a community garden in Greenock;***
  - ***Support for improvements to a community garden / green space in Scotstoun;***
  - ***Support for a gardening and food-sharing project for a local primary and nursery;***
  - ***Donation of equipment to help with the ongoing maintenance of Monklands Canal;***
  - ***Materials to help install beehives in a community centre.***
- ***Donation of equipment, technology and resources, including:***
  - ***Tablets and laptops to support digital workshops and drop-in sessions in Coatbridge and Airdrie;***
  - ***iPads for a community playgroup in Coatbridge;***
  - ***A computer and mobile phone to provide online counselling services and workshops;***
  - ***Sensory equipment for neurodivergent young people;***
  - ***A portable defibrillator for a Scout Group in Greenock;***
  - ***Arts and crafts supplies for creative activities for a school lunch club and with local youth clubs in Wishaw;***
  - ***Play resources for toddler and family groups.***
- ***Food donations and support to tackle poverty, including:***
  - ***Funding to provide fresh food for a welcome space for asylum seekers and homeless people;***
  - ***Food, toiletries, essential items and school stationery for families accessing foodbanks;***
  - ***Food pantry top-ups across Glasgow and Inverclyde;***
  - ***Providing Easter eggs for school children who may not be able to afford one.***
- ***Funding for health, wellbeing and inclusion, including:***

- ***Financial support for accessible activities and sensory support for children with disabilities;***
- ***Support for group sessions for a Rape Crisis Centre;***
- ***Resources, materials and running costs support for free community wellbeing sessions;***
- ***Support for transport for various groups to host outdoor activities and days out, including young people and older people;***
- ***New football strips, footballs and goals for a girls' football team in Inverclyde;***
- ***Equipment donations to provide physical activities for the local community.***

11.8.11 In order to ensure Matches on the Community Benefits Hub can be delivered as quickly as possible, it was agreed by Cabinet that Requests could be Matched:

- Locally: e.g. an East Renfrewshire Council (ERC) supplier delivers a Request for a Community Group in ERC; and/or
- Regionally: i.e. a Regional Match e.g. where an ERC supplier delivers a Request for a Community Group in a different council area, such as Inverclyde.

11.8.12 ***In previous reports, we have included a table detailing the number of matches picked up and delivered regionally.***

11.8.13 ***As part of a recent data consolidation exercise, we identified that these figures may not have been accurate. This was due to some suppliers using the same contract name across multiple councils, which affected how matches were attributed to individual councils.***

11.8.14 ***We are working with the website developer to verify the data and ensure the accuracy of future reporting. Updated figures will be provided in the next report.***

12. CITY DEAL FINANCES

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

12.1.1 Appendix 7 details the total expenditure per project from the latest Project Status Report as of 30 September 2026.This is then compared with cumulative projected spend, previous years spend, profiled spend in 2026/27 and the projected spend for 2027/28. The table also shows the grant received to date, cumulative business case approvals and maximum Govt. grant allocations.

12.1.2 The table shows the £1.134bn from the Scottish and UK Governments incorporating the Member Authorities' contribution. The latest total projected City Deal spend for the programme is £1.133bn compared with planned funding of £1.134bn. Previous Years Spend for infrastructure projects was £647.7m.

12.1.3 The actual spend for 2026/27 to Quarter 2 is £25.8m, which is 17% of the £154m forecast for the current year. Forecast spend for the next financial year, 27/28 is £147m.

12.1.4 The cumulative to date spend as at Q2 2026/27 is £673.5m. Funding approved to date totals £776m and the cumulative grant allocation to date is £505m.

12.2. Grant Claims and Approved Funding Vs Total Available Funding

12.2.1 Appendix 8 displays the grant claims to date totalling £627.7m. All Member Authorities have returned their grant claims to the end of Quarter 2 2026/27. The cumulative value of grant claims received in 2026/27 is £25.7m.

12.3. PMO Budget Monitoring

12.3.1 The budget statement, reported in Appendix 9, shows the PMO expenditure budget of £3.7m for 2026/27 and an anticipated net deficit for the year of £1.026m. This deficit will be offset against prior year balances brought forward of £3.932m maintaining a surplus (albeit reduced) for the current year of £2.906m. The anticipated deficit results principally from the utilisation of the prior year balances to keep Member Authorities' contributions at 2022/23 levels (as previously agreed by Cabinet). There is, however, interest on Govt. grants held pending allocation to Member Authorities still to be received and this will offset the deficit and impact on the carry forward into 2027/28. This has not yet been reflected in the finances shown.

13. CITY DEAL PROJECT UPDATES

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

13.2. Place and Growth Programme (Green)

13.2.1 East Dunbartonshire Council's (EDC) £37m (£4***7***m including additional member and external contributions) City Deal funded Place and Growth Programme is designed to enable follow on investment in strategic sites within East Dunbartonshire, to support inclusive growth and access to employment.

13.2.2 The Programme consists of two sub-projects:

- The Westerhill Development Road (WDR), will complete the route through East Dunbartonshire and Glasgow North, improving connectivity and unlocking strategic development sites to enable follow on investment. The WDR plays a key role in improving linkages between the wider City Region, Westerhill, Bishopbriggs and Auchinairn.
  A masterplan for the Westerhill area to redesignate land for employment use has been adopted under the Council's LDP2 as Westerhill Regeneration Area (WRA) planning guidance and is a material consideration for any future development applications.
  Site mobilisation commenced in March 2026 (ahead of the scheduled start of May 2026).
  Key activities in this period include: ***Pre-condition/dilapidation surveys were completed for landowners as per*** agreements ***and for properties with closer proximity to works; Pre-commencement planning conditions fully discharged; Roads Construction Consent (RCC) received August 2026; Critical path construction works have commenced at Torrance Roundabout section; Cole Road closure approved and put in place from 2 October 2026 to 7 January 2027; Main line construction works ongoing; Traffic Regulation Orders under review by Roads Department; Utility service diversions C4 quotes received and currently within budget. SPEN have been paid and works are being coordinated. BT is on critical path and invoice from BT is imminent to conclude agreement. Scottish Water and Virgin Media works are planned for spring 2027 and refreshed quotes are due to be submitted via OO agent; Scheduled Monument Consent: Submitted and in process - only applies to a temporary path that is needed whilst the A807 arm to Torrance Roundabout is upgraded - low risk item; and SEPA: Licence received August 2026***. Key activities in next period will focus on: ***The Torrance Roundabout removal and creation of new A803 alignments, road safety and SUDs install, tying in with BT for service diversions; topsoil strip, bulk excavation and import fill commenced and continues to the off-line sections of Torrance roundabout re-alignment; roadside drainage has recently commenced and will continue into the next period; further Archaeological Watching Briefs in topsoil strip locations; completion of Pre Earthworks drainage ditches; delivery on site of the pre-cast concrete culvert; and the retaining wall is ongoing value engineering.*** Key activities in this period related to the follow-on development at Westerhill Regeneration Area (WRA) were: further development of the council's promotional materials for inward investment, including new drone photography for inclusion in pop-out webpage; the "Invest in East Dunbartonshire" webpage set up in coordination with Corporate Comms and is now live at www.eastdunbarton.gov.uk/Invest-ED.
  The Active travel network at WRA is being progressed via other funding streams:
  - Active Travel Investment Fund (ATIF) WDR to Torrance Roundabout - £46k secured for RIBA stages 0-2 design work ***which have now concluded. Additional funding streams will be investigated to develop next stage and engagement with landowners will commence this year.***
  - Active Travel Investment Fund (ATIF) Westerhill Road: £90k funding secured for RIBA 0-2 design work. ***Additional funding has been secured in September 2026*** to deliver RIBA 3-4 design, during 2026/2027.

  Next period will focus on the ongoing engagement with landowners and agents, as well as organisations such as Scottish Enterprise to focus on longer term delivery of the sites.
- 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 continuing of construction on site, continuing the engagement with St Matthews Church throughout the construction period by way of fortnightly co-ordination meetings to discuss church access requirements***; ***and A803 Corridor Improvements Project (deferred from City Deal Programme in 2024) work to close out design to enable construction of A803/Balmuildy Junction Signalisation this financial year (funding through SPT Capital Investment Fund).***
Key activities in the next period include: ***the submission of the key milestone SER (Stage 2 Building Warrant) to support canopy and cladding is expected in October 2026***; and procurement of contractors/Project Director/Design support roles for delivery of A803 Balmuildy Rd Junction Signalisation.

- A803 Corridor Improvements - Improvements to the A803/Balmuildy Rd Junction were identified in the A803 Corridor Improvements Project, previously part of the Place and Growth Programme that formed East Dunbartonshire Council's part of the Glasgow City Region City Deal. The A803 Corridor Improvements Project was a collaboration between the Council, Strathclyde Partnership for Transport (SPT) and Glasgow City Council (GCC) and identified a wide range of interventions including bus lanes, cycle lanes and footway widening. Through the development of the Outline Business Case for the wider Place and Growth programme, affordability challenges resulted in the deferral of the A803 project from the City Deal programme, with the other two elements (Westerhill Development Road and Bishopbriggs Town Centre Civic Space) advancing to Full Business Case (FBC), which was approved in February 2026.

  The deferral of the A803 project was confirmed at the Council meeting in April 2024. It was agreed that A803 improvements would now be delivered outwith the City Deal programme. The A803 Corridor Improvements Project was deferred from City Deal, having concluded RIBA stage 2 level design, which included a delivery plan for the various individual improvement locations along the route, with suggested potential funding routes for each improvement.

  In August 2025, the Council was granted SPT Bus Infrastructure Funding for 2025/26 to be spent on improvements that would improve bus journey times and reliability. This funding was used to further develop design options at the A803/Balmuildy Rd Junction. The further design work on the junction took designs to RIBA 4 (Technical Design), developing detailed drawings and cost estimates. This stage of design is expected to conclude in May 2026. In February 2026, SPT requested applications for the SPT Capital Programme funding, that included infrastructure improvements that prioritised bus travel, including the type of measures in the A803/Balmuildy Rd Junction project. Officers submitted a successful application for SPT's Capital Programme for the construction of works at Balmuildy Rd with estimated costs of £359,000 to be delivered in FY 2026/27.

13.3. **M77 Strategic Corridor Programme (Green)**

13.4. East Renfrewshire Council's (ERC) £44m (£6***4***m including additional member and external contributions) City Deal funded M77 Strategic Corridor Programme consists of six sub-projects aiming to support the planned growth of Newton Mearns and the regeneration of the town of Barrhead. A review of the overall programme was approved by GCR Cabinet on 7 December 2021. The paper delayed the Levern Valley Link project until a later date and reallocated the funds between the three remaining subprojects.

- The Full Business Case for a Balgray Station project on the Glasgow to Neilston line with capacity for a bus interchange and associated car parking was approved by CEG September 2024. The railway station will serve the existing community, and a new residential community proposed at Barrhead South, providing a sustainable transport solution for all residents. It will also provide easy and direct access to the Dams to Darnley country park where new and improved visitor facilities and tourism offer will be. ***The station opened to passenger trains on Sunday 27 September 2026***. ***Network Rail will provide the final contract value and as-builts in the coming months.***
- The FBC for Aurs Road Realignment Project was approved by CEG on 25 October 2023. Works began on site in January 2024. The project includes road realignment, replacement of a weak bridge to allow a bus route along this corridor and provision of pedestrian/cycle promenade along Balgray reservoir. The straightening of a section of road releases land to develop the Dams to Darnley/Balgray Visitor Facilities Project which will follow on post completion. The project also includes a separate Scottish Water work to minimise future disruption on Aurs Road.

The road was formally opened to road traffic on 29 May 2026. The Active Travel Route (ATR) and third part reinstatement work remain ongoing. ***A number of defects have been identified requiring remediation.*** Ongoing compensation event resolution is in line with NEC3 contract. ***There is potential for legal claims and disputes. ERC are undertaking in-house reviews of quality documentation & independent review into the project.***

- 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 design will be such that it can easily be changed or adapted to meet future changes in vision or accommodate future phases of development as requirements change and funding becomes available. OBC was approved November 2024. Initial design work has been completed. The Visitor Centre site is currently in use as a site compound as part of the Aurs Road Project and is inaccessible for site investigations. The final cut and fill of the site location is one of the last works activities on the Aurs Road Project Programme of Works. ***RIBA stage 2 Design is due for completion on 16 October 2026. The project is now in pre-construction contract and possesses a supplier programme of works with more accurate timelines.*** A CCR ***has been*** submitted in Q2 26/27 to restate milestones. ***Next steps will be to progress the subsequent design phase and business case development.***

13.4.1 The following projects are Complete:

- The Levern Works Project in Barrhead saw construction completion in May 2016 of 843sqm of new workshop space in 10 business units at Crossmills and the completion of remediation and preparation of a 0.93-hectare brownfield site at the former Nestle Purina factory, with a development agreement now in place for a mixed-use scheme on the bulk of the former Nestle site. These units have had 100% occupancy for about 90% of their existence.
- Construction work on the Business Boost Project is also complete, with enhanced facilities at The Foundry, Barrhead and a new build business centre at Greenlaw Works, Newton Mearns. While Greenlaw was completed mid-March 2019, the business centre remained closed due to Covid until September 2022 with formal opening following in February 2023. The centre provides high-quality office accommodation to meet a growing local demand, helping to stimulate economic growth and create opportunities for start-up and small to medium sized businesses to develop and grow within East Renfrewshire. The 20,000sq.ft building, located adjacent to Junction 4 of the M77, comprises 35 office suites, meeting rooms, breakout areas, a co-working lounge, parking and a Business Gateway presence onsite. Since opening in September 2022, occupancy has steadily grown, the building is at 80%+ occupancy with a diverse range of businesses including finance, law, architecture, marketing and logistics, the building in now managed in-house by ERC.
- The Balgraystone Road Realignment Project completed on site in October 2020 and opened to the public. The project provides improved access to the new Balgray Station, facilitates the development of Barrhead South Strategic Development Opportunity providing new residential development, and provides improved access to Dams to Darnley Country Park. The project creates a new signal-controlled junction where Balgraystone Road meets Springfield Road, a new realigned section (approx. 500m) of fully lit two lane carriageway (converted from a single-track country road), adjacent new public footway and cycle facilities, and a new access road and bus turning circle to provide access to future development sites and provide the infrastructure to attract a local bus service along the route.

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

13.5.1 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.

13.5.2 Seven sub-projects are Complete:

- Sighthill Remediation Contract 1 (FBC 1): Full scope has been delivered as per the FBC.
- Sighthill Contract 2 (FBC 2): Full scope has been delivered per the FBC. The contractor is currently rectifying defects.
- Cowlairs Bridge and Port Dundas 100 Acre Hill (FBC 3): Full scope has been delivered per the FBC. Meanwhile use, as defined in 100 Acre Hill grant agreement, for benefits realisation continues to be progressed.
- North Glasgow Integrated Water Management System (NGIWMS) (FBC 4): Full scope has been delivered per the FBC.
- North Canal Bank Street and Speirs Locks Landscape Link (FBC 5): Full scope has been delivered per the FBC. All road closures reinstated. Project defects continue to be managed by contractor and technical services.
- Speirs Locks Garscube Toll and Links (FBC 6): Full scope has been delivered per the FBC. Awaiting as built information to update benefits.
- Sighthill M8 Pedestrian Bridge (FBC 7): Full scope has been delivered per the FBC. M8 Bridge official opening to the public was 24 March 2023. Final accounts agreed and paid. Project Manager monitoring the defect works. Lessons learned meeting held.

13.5.3 2 sub-projects awaiting FBC submission are:

- Port Dundas: Dobbies Loan; ***Project scope has been defined, and a procurement plan has been put into place. A CCR has been submitted in Q2 to restate milestones with FBC approval expected in August 2027 with construction starting in September 2027 and ending in March 2028.***
- Port Dundas: Pinkston Access and Remediation; the project's scope is to improve the street scape from Dobbies Loan to North Canal Bank Street to create a continuous, attractive route from City Centre to the Canal and North area and to support the regeneration of the area. The project team is investigating ways to take this project forward. The FBC submission in December 2026 is likely to be delayed. ***The project was initially conceived to be a 3rd party grant to Scottish Canals/Igloo but may now have some GCC operational work included. This would be a material change which would come under higher scrutiny and would require approval by Cabinet as well as City Administration Committee for any grant agreement that may be issued. The timelines of this project would also shift by about 3-6 months. The implications of these changes will be discussed with the project team and a CCN will be submitted to reflect the decisions taken.***

13.5.4 As noted within Revision 10, to ensure that the Programme can continue to progress within the limits of the City Deal funding allocation, sub-projects had to be identified for deferral. The following CNG project has been deferred:

- Cowlairs: Remediation & Servicing and Cowlairs Link which had previously been merged.

13.5.5 The Revision 10 changes to the projected cumulative City Deal spend took effect in Quarter 4 24/25 once the Inflation Fund values were approved. Council officers will continue to explore alternative funding opportunities for development and delivery of deferred projects.

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

13.6.1 Glasgow City Council's £27m (£3***2***m including additional member and external contributions) City Deal funded Collegelands Calton Barras (CCB) Project has six sub-projects which focus on: improving accessibility and connections to the City Centre and beyond; remediating sites that have been derelict or vacant to attract development to the area; and build on existing regeneration activities to improve the quality of place.

13.6.2 Four sub-projects are Complete:

- Calton Barras Action Plan - Barras Public Realm Phase 1 (FBC 1): Full scope has been delivered as per the FBC.
- Meat Market Site Remediation (FBC 2): Full scope has been delivered as per the FBC. In total 3.4Ha Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register (Ha) and 252 flats agreed with Home Group to be built on Meat Market Site.
- Calton Barras Action Plan - Junction Improvements (FBC 3): Full scope has been delivered as per the FBC.
- Meat Market Roads and Infrastructure (FBC 4): Wellpark Link – This project connects the former Abattoir Site to Collegelands to improve environmental conditions and encourage future investment. This includes a widened pedestrian footpath, quality paving, raised

pedestrian crossings and new lighting. The project is now complete, and the outputs have been recorded.

13.6.3 Two remaining sub-projects are in development. Updates noted as follows:

- Meat Market Public Realm and Listed Structures (FBC 5): Meat Market Trust business plan received. Funding award from National Lottery Heritage Trust has been confirmed. Approval granted by delegated authority for this FBC on 1/11/2024. Staff are working closely with the Meat Market Trust to deliver, monitor and evaluate the project. ***Grant agreement has now been signed. Tender has been accepted by Meat Market CIC and works have started on site.***
- High Street: Public Realm and Connectivity: Project is progressing through RIBA Stages; the avenue design is currently at RIBA Stage 4. The decision has been taken by City Deal Executive Group (CDEG) on 10 June 2026 to withdraw the offer of grant to Network Rail for the facade treatment and continue with public realm and active travel works only as part of this project. ***A CCR was submitted in Q2 to restate timeline, with the FBC now expected to be submitted in February 2027 with construction starting in June 2027 and ending in March 2029. Procurement documentation has been prepared and will be published by the end of the month. A further CCR will be provided setting out the revised scope and any financial implications ahead of the FBC submission.***

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

13.7. **City Centre Enabling Infrastructure Integrated Public Realm** (***Amber***)

13.7.1 Glasgow City Council's £123m (£152m including additional member and external contributions) City Deal funded City Centre Enabling Infrastructure Integrated Public Realm (EIIPR) is a quality place-making project that will transform 12 key streets and adjacent areas (or "Avenues") in Glasgow city centre through the introduction of an improved external environment that will rebalance traffic modes, introduce green and SMART infrastructure, and place "people" firmly at the heart of the project vision and design strategy. The EIIPR project will deliver over 11Ha of new public realm, over 7Ha of enhanced public realm, over 5km of new and enhanced cycle tracks, over 9km of new and enhanced walkways, and significant investment in blue/green infrastructure. EIIPR consists of 11 sub-projects.

13.7.2 ***Five*** sub-projects are Complete:

- Sauchiehall Street Avenue Phase 1 (FBC 1): Full scope has been delivered as per the FBC. The project has delivered 800sqm of Blue Green Infrastructure, 1.95Ha of Public Realm has been created, 5 Junctions improved and 1Km of Road has been enhanced; and
- Intelligent Street Lighting (FBC 2) (ISL): Full scope has been delivered as per the FBC. The project has delivered 3,300 LED lamps managed by a CMS system.
- Holland Street / Pitt Street (FBC 3): Contract has been completed in accordance with the FBC and approved Change Controls.
- Sauchiehall Street Precinct & Cambridge Street (FBC 4): Contract has been completed in accordance with the FBC and approved Change Controls.
- Argyle Street West (M8 Kingston Bridge to Union Street) (FBC 5): the contract was awarded by Glasgow City Council Contracts & Property Committee on 1 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. ***The project completed construction at the end of September 2026.***

13.7.3 Projects currently under construction/awaiting construction start are:

- Kyle Street / North Hanover Street (FBC): FBC was approved at the CEG meeting on 27 March 2025, and contractor was awarded following this approval. Construction started at the end of May 2025. Progress is being made on both Kyle and North Hanover Street with footways and raingardens completed. The project is experiencing some issues due to the closure of Cathedral Street due to the emergency sewer repairs and subsequent road resurfacing by GCC, ***however the contractor is making progress on site.***
- George Square & Surrounding Avenues (FBC 6): As noted in Revision 10, 2 separate Avenue sub-projects (St Vincent Place Phase 1 and George Steet Phase 1), which are adjacent to George Square, have been merged to allow the procurement of a single contract; this is now re-titled George Square and Surrounding Avenues. The FBC for this project was approved by

CEG on 14 May 2025 and the contract awarded also on this date. Work at the western end of the Square ***was completed*** at the end of August with an event ***took place*** early September 2026 to welcome Glaswegians back to George Square and surrounding streets to mark completion of the western section. ***The construction is in its final stages, and the project is expected to complete by the end of October 2026.***

- Stockwell Street (previously Glassford St/Stockwell Street): The FBC was approved by Delegated Authority on 19 December 2025. The construction start was programmed for March 2026, however this ***was*** temporarily paused due to the need to keep the road clear for diversions following the Union Street fire. ***The project has now started on site and is making good progress.***
- Argyle St East (Union St-Glasgow Cross): The FBC was approved at CEG 12 Feb 2026. The project was on site in mid-June 2026 with works ***progressing well in*** the precinct area

13.7.4 The remaining sub-projects (see below for details and anticipated FBC approval dates) will be delivered as follows:

- Clyde Street – ***A CCR has been submitted in Q2 26-27 restating milestone dates. The FBC is now expected to be approved in March 2027 with construction starting in July 2027 and ending in December 2028.***
- Broomielaw – ***A CCR has been submitted in Q2 26-27 restating milestone dates. The FBC is now expected to be approved in September 2027, with construction starting in January 2028 and ending December 2029.***
- George Street Phase 2 (Montrose Street to High Street) – FBC was expected for approval in August 2026. ***The project is currently at RIBA Stage 2.***

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

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

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

13.8. Metropolitan Glasgow Strategic Drainage Partnership (Green)

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

13.8.2 Eight sub-projects have reported their Scope Complete:

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

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

13.8.4 ***The remaining sub-projects are progressing as follows***;

- 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. Due to the Wheatley Group now aiming to re-visit the wider Red Row masterplan, there is a requirement to now review the earthworks strategy and any consequential effects upon the location of SUDs provision. A CCR was submitted and approved restating FBC approval to February 2027.
- High Knightswood/Netherton SWMP - Project remains committed to deliver scope that will be fully defined within the FBC. A CCR was submitted and approved, restating FBC approval to August 2027.
- Cockenzie Street SWMP is a 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 submitted and approved, restating FBC approval to April 2027. Work is progressing with Scottish Water towards FBC submission.

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

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

13.9.2 Eight sub-projects are Complete:

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

13.9.3 Projects currently under construction are:

- Developing the Economic Role of Glasgow University - Byres Road Public Realm Phase 2 (FBC Addendum) (FBC 8): FBC Addendum was approved by CEG in March 2025. Contract has been awarded and construction began in early August 2025 (working north from completed Byres Road Public Realm Phase 1 works boundary). Good site progress is being maintained on a northern sectional basis. Construction end on track for late spring 2027.

13.9.4 Sub-projects with FBC in development are:

- Access and Integrity of the Waterfront - Custom House Quay / Access and Integrity of the Waterfront - Carlton Place: The FBC ***was*** expected to be approved at the December 2026 CEG as per Rev.10, ***however external third-party interdependencies that have significant and complex bearing upon project progression are expected to impact upon the FBC submission timescale (TBC).*** Sub-Project remains within pre-tender design stage - RIBA Stage 4 to be formally concluded. ***However, planning permission has been granted.*** The procurement route discussion with CPU is ongoing and there is ongoing progress with external project partners and stakeholders.

13.9.5 Formal withdrawal of the Windmillcroft Quay sub-project was confirmed as part of approval of the updated Rev. 10 Programme. Subprojects that were identified for deferral are as follows:

- Developing Economic Role of SEC – Finnieston Link
- Investing in the Strategic Road Network to Unlock Development (M8 Jct.19)

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

13.10. **Inchgreen Project (Green)**

13.10.1 Inverclyde Council's (IC) £10m City Deal funded Inchgreen Phase 1 Project is a regeneration project providing utilities and works at the Inchgreen deep-water quay and the surrounding industrial land. The 10.77 ha site is bordered by the River Clyde in the north; the A8 trunk road in the south which links to the M8, Glasgow Airport and Scotland's motorway network; James Watt Dock in the west; and the Inchgreen Drydock in the east. The Strategic Business Case sets out plans to deliver a site for multiple users with an emphasis on marine engineering or marine related activities. The Outline Business Case was agreed by Cabinet on the 1 June 2021. Inchgreen Ph.1 FBC was approved by CEG in March 2022. Peel Ports and the Council have entered the Joint Venture company Inchgreen Marine Park has been set up and registered with Companies House. A change control request was approved at by Cabinet to release funding to allow the purchase of AP Jess site. This improves the marketability of the site. The site is now operational with quay wall being used commercially and there is a lot of commercial interest in the site.

13.10.2 As a result of the approval of the reallocation of Glasgow Airport Access Project funds, Inverclyde Council has received approval to develop a New Local Project at Inchgreen currently being named Inchgreen Phase 2. ***The FBC was approved in March 2026 and works began on site in April 2026 with the acquisition of the Diocese land.***

13.11. **Ocean Terminal (Green)**

13.11.1 Inverclyde Council's £10m (£20m including additional member and external contributions) City Deal funded Ocean Terminal Project provides a new Cruise Line Terminal including a berthing facility, state of the art visitor centre, gallery and restaurant to boost the number of cruise ship passengers welcomed to Scotland through the facility operated by Peel Ports.

13.11.2 The marine works were completed in September 2020. The first cruise passengers started utilising the building and Scotts Greenock opened in June 2023 with the formal opening of the building took place on 25 August 2023. The George Wylie Foundation opened in April 2024. In addition, Peel Ports has officially unveiled their new 'ship to shore' cranes, an investment of £25m in the Port of Greenock which builds upon the Ocean Terminal investment and is linked to the ability to increase the capacity of the Port through the relocation Cruise Ships to Ocean Terminal. The project OBC estimated that over 150,000 passengers could pass through Greenock Ocean Terminal (GOT) delivering £26 million in annual visitor and crew spend to the Scottish economy. A new cruise lease has since been completed for GOT to allow use all year round which will bring 400k passengers to the terminal and GCR.

13.12. **Inverkip Project (Green)**

Inverclyde Council's £4m City Deal funded Inverkip Project involves upgrading of key transport network capacity on the A78 at three locations in and around Inverkip, the development of a new commercial and residential district and the regeneration of vacant and derelict land. The project will facilitate a 650 mixed-use housing development on the former Inverkip Power Station site. Scottish Power has now committed to the project and developing the site by 2041; planning permission in principle was granted in January 2022; The Council is working with Balfour Beatty to do this. The OBC was approved by Cabinet in November 2023. The Council has worked with Balfour Beatty to finalise the design for the junctions, with changes being made to the Brueacre junction, moving from a signalised roundabout to a T junction, agreed in consultation with Transport Scotland. All works are now complete including Transport Scotland follow on work to improve surfacing on the road.

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

13.13.1 North Lanarkshire Council's (NLC) £***6.5***m City Deal funded A8/M8 Corridor Access Improvements Project will deliver components aiming to enhance connectivity and improve employment and business access to key strategic employment sites from Newhouse to Bargeddie. A8/M8 Corridor Access Improvements OBC (including Orchard Farm Roundabout and Eurocentral Strategic Active Travel) has been approved on 30 August 2022 Cabinet.

13.13.2 This project consists of two sub-projects:

- Orchard Farm (OF) Roundabout - the City Deal element of the project provides a £2.***2***m 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. 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. Scottish Enterprise (SE) is now involved in coordinating discussions between all relevant parties including NLC on potential solutions for bridging this funding gap and unlocking the infrastructure investment. A bid to the Strategic Sites Accelerator programme has been submitted by MIRP ***and was unsuccessful.***
  Progress in Q***2*** 26/27 focussed on: continuing dialogue with the MIRP partnership and their consultants and establishing discussions with Scottish Enterprise on possible solutions for the wider site infrastructure funding gap and delivery plan for the roundabout.
  No further certainty has been provided over the quarter regarding an updated delivery plan however positive and focussed meetings are now being held on a regular basis. Recent discussions have confirmed NLC and SE's position that the solution for the A8 junction at Orchard Farm must be a roundabout junction to satisfy the outcomes required for public sector support. Efforts are now being focussed by the private sector partnership on bringing together the required funding package and updating the programme for delivery, to realise the roundabout infrastructure outcome within the City Deal programme period.

  Action will focus on the following in Q***3*** 26/27: continue dialogue with the MIRP partnership group to confirm the funding strategy and delivery plan for the roundabout junction; further discussions on programme for procurement and construction start/end of the roundabout; obtaining updates on investment opportunities and funding for site wide infrastructure within MIRP; further discussions with SE. The Detailed Design and Contract Document Preparation stages of the project are in progress, being led and delivered by the private sector partnership.

- Eurocentral Access Infrastructure – this comprises 10km of new Active Travel routes that connect local communities with key employment destinations across the A8/M8 corridor such as Maxim, Eurocentral and Newhouse. Importantly, the routes create links from Whifflet Train Station and Bellshill Train Station through local communities to the investment corridor. It is now planned that the project will be designed and delivered in three phases.
  Progress in Q***2*** 26/27 focussed on the finalisation and issue of tender package for Phase 1; finalisation of concept design for Phase 3 and finalising proposed procurement route option for Phase 3 detailed design procurement. Action will focus on the following in Q***3*** 26/27: Phase 1 tender returns and evaluation; submission and approval of FBC; the appointment of a contractor; the procurement and contract award for Phase 3 detailed design.

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

13.14.1 North Lanarkshire Council's £6m City Deal funded Gartcosh/Glenboig Community Growth Area Project involved the construction of a new link road from Glenboig to Gartcosh Business Park and the upgrade of existing road infrastructure, to provide a link road of local distributor road standard between Glenboig and Junction 2A of the M73 Motorway. Ecological monitoring of mitigation measures (5 years monitoring) for the new link road continues and the wider benefits of the investment monitored and reported accordingly in line with the benefit realisation plan. This is now in year 5 within final monitoring undertaken in Autumn 2023. Delivery of indirect benefits is dependent on the wider planning process for Glenboig/Gartcosh CGA and future marketing and development of Gartcosh Business Park by Scottish Enterprise. Progress in Q***2*** 2026/27 focused on ongoing benefits monitoring ***and agreement of an approach to delivering additional ecological mitigation measures identified with NatureScot. The focus for Q3 will be continuation of benefits monitoring and delivery of the additional ecological mitigation measures by NLC Greenspace Development. This is*** to increase Great Crested Newt usage of wildlife tunnels constructed as part of the project. requirement for an additional monitoring period is to be established with NatureScot.

13.15. **Pan Lanarkshire Orbital Transport Corridor Project (Green)**

13.15.1 The £171m (£2***65***m including external and additional member contributions), including City Deal Inflation Fund monies still to be approved, City Deal and NLC funded Pan Lanarkshire Orbital Transport Corridor Project focuses on improving orbital and Pan-Lanarkshire connections across the City Region with the aim of realising opportunities for commercial and housing development at the Ravenscraig site. The Corridor project consists of 3 components:

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

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

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

- The WCML Crossing is now **Complete**.
- Motherwell To Ravenscraig and Airbles Road Improvements (FBC 2 and 4): Progress in Q***2*** 2026/27 includes: phased delivery of ***smaller accommodation works*** and enabling works including public utility diversions land remediation and ground works to enable the main works contract for the Ravenscraig to Motherwell connection; ***advancing*** additional detailed design for amendments to the Motherwell to Ravenscraig Road Connection; awarding detailed design and progressing for Airbles Road Improvements - including phasing strategy; agreeing package of enabling works to support the delivery of Airbles Road Improvements; ***and package of enabling works for FBC 2 Motherwell to Ravenscraig reviewed due to slow progress with the contractor***.
  Action in Q***3*** 26/27 will focus on ***developing the procurement strategy for FBC 2, comprising of complex*** enabling works; ***finalise*** additional detailed design for amendments to the Motherwell to Ravenscraig Road Connection~~;~~ continue to engage with key stakeholders as enabling works and detailed design progresses; detailed design progressing for Airbles Road improvements including phasing strategy; and agree and procure the package of enabling works to support the delivery of Airbles Road improvements.

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

13.15.5 The East Airdrie Link Road (Green) seeks to provide a new and more direct north-south route between Cumbernauld and the M8, forming the northern half of the Orbital Transport Corridor. Liaison continues with NHS Lanarkshire (NHSL) over the alignment of the EALR in relation to the proposed Monklands Replacement Hospital at Wester Moffat. Approval was secured from the NLC Policy and Strategy Committee in June 2025 to introduce a new east west link, the Towers Road Link (TRL), (subject to further consultation and assessment) to the EALR scope. The TRL is an extension of the route from the hospital junction on the EALR and the approved internal hospital infrastructure to Towers Road near the junction with Varnsdorf Way. It is approx. 1km in length and includes a bridge and active travel provision. It has been agreed (by NLC and NHS Lanarkshire) that two planning applications will be submitted to manage programme, cost pressures and physical

interface risks between the EALR and the hospital***. The first planning application (Section 1) includes TRL and a section of the EALR from the hospital roundabout, northwards to the A89 Forrest Street. The second planning application (EALR Full Scheme) will cover the whole of EALR including Section 1.*** The first planning application (Section 1) was submitted on 30 January 2026. ***The application for full scheme was submitted in June 2026.***

Consideration is being given to splitting the EALR with an FBC for section 1 and an FBC for the full scheme EALR. The first FBC may be submitted in 2027 with the opportunity to deliver this complex section earlier (subject to land, planning and target cost). This will be submitted as a detailed Change Control in due course.

Following the Scottish Government's confirmation that Wester Moffat remains the proposed location for the new University Hospital Monklands and that EALR Section 1 should continue to progress, including the hospital access arrangements, the Council is proceeding with specimen design and project development as planned. The Scottish Government and NHS Lanarkshire have also confirmed their continued financial contribution towards delivery of Section 1, providing greater certainty for the project's progression.

13.15.6 The progress over Q***2*** 2026/27 continued to be on regular meetings and liaison with consultants for the Stage 3; continued development and implementation of land strategy; further review of project costs; Continued to work with NHSL to better align both projects programmes around planning, funding approvals, project interface and risks; continued stakeholder and landowner engagement including with Section 1 landowners; ***ongoing post-***submission ***support and liaison relating to the*** Full Scheme Planning Application; ***ongoing post-***submission ***support and liaison relating to the Section 1*** Planning Application; ***procurement*** of Full Scheme Specimen Design; ***determination of the section 1 planning application; Progression of CPO preparation and land acquisition activities***; ***Development of proposals associated with the Towers Road Link and potential early delivery of Section 1; and Preparation of change control proposals reflecting the inclusion of the Towers Road Link and potential early delivery opportunities.***

13.15.7 The focus for Q***3*** 26/27 prioritises regular meetings with Stage 3 consultants; continued development and implementation of land strategy; continue to work with NHS Lanarkshire to better align both projects programmes around planning, funding approvals, project interface and risks; continued stakeholder, landowner and ***statutory consultee*** engagement; continued progression of voluntary land acquisition activities and preparation of CPO documentation; programme, ***costs and funding*** review; ***progression*** of Full Scheme Specimen design, ***including accommodation works and resolution of key land and utility constraints***; ***Continued engagement with the Planning Authority and statutory consultees in support of the Full Scheme Planning Application***; ***prepare and progress a Change Control submission, including PMO and Cabinet approvals, associated with the inclusion of the Towers Road Link and potential early delivery of Section 1, should planning permission be secured for Section 1; continued engagement with utility providers and other key stakeholders; preparation for progression to the next stage of project development and business case requirements***; and the determination of the Section 1 planning application, ***anticipated on 15 October 2026.***

13.15.8 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 Q***2*** 2026/27 focussed on closing out defects correction with the contractor to enable the new infrastructure to be adopted and commercial discussions on the final account to progress. ***No progress has been made over the last quarter. Meetings with the contractor's MD and SCAPE Procure Scotland have been held or are planned to try to reach a resolution.*** Commercial discussions with the contractor on the final account will not be finalised until remaining proposals have been received and reviewed and outstanding defect correction implemented. Representatives of NLC have had correspondence with representatives of the contractor over the period.

There has also been a focus on follow on investment in active travel routes. An external funding bid for construction of a phase directly adjacent to Motherwell Rail Station (for 2026/27 funding) has been submitted to Transport Scotland, however ***due to the limited time to deliver by the end of the financial year, a grant offer can't now be accepted. A new bid will be submitted for the next financial year. Detailed design of Phase 2 of the project, between the rail station and the Bellshill Gateway to Strathclyde Country Park is nearing completion***.

Over the period, follow on investment in Motherwell town centre continues to be evident but is yet to be fully quantified. This will be coordinated with work underway to review and update the Motherwell Town Action Plan, including a town centre audit including assessment of unit vacancy rate. This work is expected to be completed by February 2027.

Action in Q***3*** 26/27 will continue to focus on benefits monitoring and identification of windfall benefit outcomes. The updated audit data for Motherwell town centre will be compared against the baseline position for the Motherwell Town Centre Interchange Project, as provided within the Full Business Case. Action will also continue to focus on closing out correction of remaining defects and continuing commercial discussions on the final account; completion of detailed design work for the next phase of the Motherwell Station Active Travel Links project.

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

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

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

13.16.3 Post completion monitoring continues during the 2-year contract defect liability period. A CCR was submitted and approved in Q4 25/26 to restate approved scope where there have been standard variances in construction. Considering of the 2 years defects period the financial completion is anticipated to be May 2027. ***Regarding public transport across the bridge, McGills are now operating an hourly bus service (Monday - Saturday) which runs directly over the bridge connecting Queen Elizabeth University Hospital (QEUH), Braehead and Clydebank business park. Further, through recent discussions with contacts at Braehead, RC have received anecdotal reports of increased footfall across the entire Braehead complex, including the shopping centre and XSite Braehead. Braehead is commissioning a study to determine the positive impact of the bridge. Officers will maintain dialogue with Braehead contacts to obtain further information on this study. Officers have also engaged with those involved in the new GRID Braehead development, which is transforming the former XSite location into an entertainment hub featuring the world's longest indoor e-karting track and a Gymnastics Academy. It is widely felt that the bridge will be extremely important to the success of this development, given the convenient access it will provide for residents north of the river.***

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

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

13.17.2 In terms of benefits realisation, ZeroAvia, a global leader in zero-emission aviation, has announced a major inward investment to establish a Hydrogen Centre of Excellence and manufacturing facility at the Advanced Manufacturing Innovation District Scotland (AMIDS) near Glasgow Airport. The facility will produce hydrogen-electric powertrains and high-temperature PEM fuel cells for aircraft and is expected to create 350 highly-skilled jobs and unlock millions in private investment.

13.17.3 The GCR IZ tax site has received parliamentary approval and is now live. The tax site will offer £24.08M in incentives for businesses to invest in the area. Coupled with the GAIA investment in enabling infrastructure, this is expected to significantly enhance the AMIDS investment proposition, driving inward investment and economic growth in the region.

13.17.4 Regarding site marketing, the JV has been actively promoting the AMIDS site this quarter. ***At AMIDs South, a £59 million infrastructure project is underway to connect Paisley town centre to AMIDS and Glasgow Airport. This includes a new road bridge, 1.7km gateway route, and***

cycling/walking links and is funded by £38.7 million from the UK Levelling Up Fund and £18.8 million from Renfrewshire Council. Completion is expected by 2028, with construction led by Farrans Construction.

13.17.5 ***Tech Terrace Phase 1 received planning permission and is currently out to tender with construction expected to commence in November 2026. This project will create c.30,000 sq. ft of flexible commercial space, tailored for advanced manufacturing companies and SMEs. Tech Terrace Phase 2 is now proceeding to design stage.***

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

13.18.1 South Lanarkshire Council's (SLC) £16m City Deal funded Cathkin Relief Road Project has delivered a new 7.3m wide carriageway between the junctions of Cathkin Bypass/Burnside Road and Fernhill Road/Croftfoot Road/Blairbeth Road with a 2m wide footway on the south side and a 3m wide combined cycleway/footway on the north side of the carriageway, with the cycleway tied into existing cycle routes in the area. Wider infrastructure improvements to lock in the benefits have been completed. Road opened to the public in February 2017.

13.18.2 SLC's Legal Services are currently processing the remaining settlement. ***This has been issued and awaiting signature.*** Complementary lighting works were undertaken in late March however the handrail works were delayed as contractors were unable to undertake the works for the current framework rates. ***A contract for the complementary handrail works has been awarded and a start date will be confirmed at prestart meeting.***

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

13.19.1 South Lanarkshire Council's (SLC) £32m (£36m including Additional Member and External Contributions) City Deal funded Greenhills Road Project involves the widening to dual carriageway of the existing A726 from Calderglen Country Park to the Torrance Roundabout and of Greenhills Road from the Torrance Roundabout westwards to the access to the Langlands development by the addition of 2.75km of new road. The works involve the realignment of existing roads, 3 upgraded junctions, a new 3.2km of walkways, 3.2km of cycling infrastructure and new street lighting, with opportunities taken, if possible, to lock in benefits of the scheme to the wider area. It also includes the introduction of bus infrastructure measures at key locations along the route length, and the improvement of existing junctions along the route length. In addition, the scheme also supports the provision of enhanced active travel infrastructure. The road was opened fully to traffic on 28 June 2022. Full financial settlement has been reached with contractor. Overall outturn remains £35.950m and to date expenditure is currently £33.840m. There is also £3.920m of external / additional member contributions (£1.811m already paid) for the remaining compensation claims, monitoring and the remaining complementary works. 51 Part 1 claims have been received, and settlements discussions are ongoing (n.b. fees and interest calculations will require to be added once concluded). The noise report and associated modelling prepared by AECOM has been reviewed and a final document agreed, concluding that no properties qualify for an offer of noise insulation therefore there will be zero Part 2 claims. Ongoing measurements of the transport network performance and the collection of traffic data for the road network associated with the project will be assessed on an annual basis.

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

The project includes two key elements:

13.20.1 Stewartfield Way (£30m) - Continuation of proposals to improve transport network capacity at the eastern end of the route (Kingsgate) and the western end of Stewartfield Way (Philipshill). These transportation related improvements would assist in accelerating and encouraging future economic growth across the north of East Kilbride arising from potential developments, including at Kingsgate and Playsport and assist in improving access to the relocated Hairmyres Station / strategic regional park and ride interchange. The OBC was approved by Cabinet on 5 November 2024. ***The main contractor early involvement tender documents were issued on 24 July 2026 and returns were received on 22 October 2026. It is anticipated that SLC will be in a position to issue the contract on 18 December 2026. A CCR has been submitted in Q2 restating milestone dates. The FBC is expected to be approved in November 2027 with construction starting in March 2028 and ending in August 2029.***

The Kingsgate Retail Park Traffic Assessment contract has been awarded to AECOM and ***an initial report has been submitted***. ***The report concluded that the retail park is unlikely to attract through-traffic using it as a shortcut to avoid congestion on the surrounding road network***. The final report is expected ***in due course*** (delayed from August 2026).

The tender for the Drainage Investigation Assessment ***has been awarded and a final report is expected mid-October***.

The Environmental Impact Assessment ***contract was awarded on 2 October with the Part 1 Assessment due to be submitted in December 2026 (no change to the previous timeline for this). Note that the completion of Part 2 will be dependent on surveys identified through the first assessment.***

Public utility C3 notices ***were issued on 7 July 2026*** and subsequent submissions will be received and discuss with companies whose apparatus is affected through the remainder of this year. ***7 out of 9 responses have been received to date. A public information event is being considered for early in 2027. The timing and location for this this event is currently being considered. Construction is currently anticipated to being in Spring 2028 with completion in late Summer 2029***.

13.21. East Kilbride Town Centre £43m (£50m including Additional Member and External Contributions). Significant investment in the town centre will be required to respond to the radical changes in retail habits, the change in ownerships and control of different parts of the town centre. The project seeks to support this with enabling works at the Centre West mall including site enabling, demolition, infrastructure and utility works to support future alternative development proposals contained in the masterplan proposals that were subject of a recent public consultation. The development of a 'Civic Hub' Council facility (incorporating community facilities) will also be progressed. The OBC for the East Kilbride Town Centre Redevelopment Project was approved at the February 2025 Cabinet. All legals have been concluded and Centre West was successfully transferred to South Lanarkshire Council on 31 December 2025. The demolition contractor has been on site since January 2026 and is progressing well. RIBA stage 2 Design work for East Kilbride Town Hall is progressing well and due for completion in ***November 2026***. ***A number of design elements have required further review following identification of budget pressures within the initial proposals.*** A two-stage design and build contract will be procured to complete the Town Hall. SLC is evaluating housing delivery options to identify the preferred model. ***A CCR has been submitted in Q2 restating milestone dates. The FBC is expected to be approved in September 2027 with construction starting in January 2028 and ending in November 2029.***

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

13.22.1 South Lanarkshire Council's (SLC) £59m (£12***7***m including additional member and external contributions) City Deal funded Community Growth Areas (CGAs) are located in Newton, East Kilbride, Hamilton and Larkhall. The CGAs represent strategic housing land releases in South Lanarkshire that could accommodate up to 7,000 units. The projects aim to deliver new education/community facilities, road improvements, junctions, park and ride facilities and sustainable transport routes (walking and cycling). All OBC are approved (Newton GCA – August 2018, Hamilton GCA - August 2018; Larkhall GCA - August 2019, East Kilbride GCA - August 2018).

13.22.2 Hamilton CGA

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

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

One project is in delivery:

- Hamilton Road Junctions Improvement (FBC 4,5 and 6) subprojects are the second of a series of junction improvements to facilitate the increased traffic and reduce congestion whilst adding additional green transport amenities. The scheme will provide access from the CGA sites to the Transport Hubs in the centre of Hamilton with its links to Glasgow and beyond. Both sub-projects deliver vital components of the Hamilton CGA project and are a key enabling feature required to help the development of a new residential community on the

western edge of Hamilton. Both sub-projects account for £3.175m of the whole CGA project proposal. This contract adds £1.75m to the overall project budget. Due to the contractor's performance the contract for the remaining phases of the works has been cancelled. ***Scottish Gas Networks began diversionary works in early September with completion scheduled by the end of 2026. A CCR has been submitted in Q2 to restate milestone dates. The main contract works for the junction alterations are programmed to commence April 2027 with completion anticipated September 2027.***

- One sub-project is deferred and replaced:
  - A Change Control Request for Calderside Academy was approved by Cabinet on 19 August 2025 to defer Calderside Academy and replace the project with St Andrews/St Brides High School under East Kilbride Community Growth Area.

13.22.3 Larkhall CGA

- 3 sub-projects are Complete:
  - Glengowan Primary School Extension - project completed July 2022.
  - The Larkhall Nursery Extension - the community benefits being realised from this project will be reported in the Glengowan PS Extension PSR.
  - The Lanark Road M74 Signalisation - project covers off site roadworks at the junction of the M74 and the A72 which required to be upgraded with the installation of traffic signals and alterations to the junction layout to minimise queuing and associated congestion which generates higher levels of carbon emissions and poor air quality. The road junction has been opened to the public and the project is now complete.

- Subprojects in development include:
  - Holycross High Extension – the project comprises of a 1,302sqm extension to Holycross High School. This space will include a number of new amenities, not limited to, 4 music classrooms, 2 large practice rooms, 5 small practice rooms, a drama studio, an auditorium/gym, changing rooms and WC's, associated offices and storage spaces. The FBC was approved by CEG in February 2026. Pre-construction works have begun including on-site data logger installations and hand digging to verify existing services. ***A CCR has been submitted in Q2 to restate the programme milestones. Construction is now due to being in October 2026 and end in December 2027.***

  - Larkhall Leisure Centre (Community Facility) – The project comprises of a 25m 6-lane swimming pool with viewing gallery for swimming lessons and galas, a fitness gym, health suite (sauna and steam room) and a double height fitness and dance studio which can used for fitness classes and badminton. Community space within the new facility has also been accommodated. In February 2025, the council approved an additional £3.85m towards the project in order to increase the games hall provision within the new facility. The development will be delivered through a phased construction approach, beginning with the partial demolition of the existing leisure centre to create space for the new facility. Construction of the new centre will then take place on the cleared site, located on the grassed area adjacent to the school car park. This approach ensures that key elements of the existing facility can remain in use for as long as possible during the build. Once the new leisure centre is complete and operational, the remaining demolition of the old building will be carried out. The FBC was approved by Delegated Authority on 16 July 2026 with ***construction beginning in September 2026.***

  - Merryton Roundabout and Link Road - the FBC was expected for approval in May 2026, however a CCR is expected to amend the timeline.

  - M74 Works - FBC ***was*** expected for approval in September 2026. ***A CCR has been submitted in Q2 to restate the programme milestones. The FBC is now expected to be approved in June 2027 with construction now due to begin in July 2027 and ending in December 2027.***

13.22.4 Newton CGA

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

- 3 sub-projects are Complete:
  - Newton Farm Primary School was completed and opened on time (August 2017) and within budget providing a key selling point for the new housing development. Demand for school places has been greater than anticipated with its popularity attracting families with children to the CGA and supporting the faster than planned development of the housing delivery. This additional development is needed to support the high number of placements and house purchases by families with children at primary age due to the attractiveness of the school to house buyers.
  - Newton Park and Ride involved the creation of an additional 155 car parking spaces at Newton Rail Station. This project was completed in 2017 on budget and was running at an average of over 90% occupancy prior to lockdown. It has proven very popular with residents out with Newton CGA.
  - Westburn Roundabout sub-project was completed and opened in September 2019 enabling housing developers to deliver the full site capacity of 1,500 units, as opposed to the planning maximum of 1,212 without this enhancement.

- 2 projects are in development:
  - Uddingston Grammar School - ***A draft of the FBC has been submitted to the PMO and is currently under appraisal.***
  - The Sustainable Transport Intervention subproject has missed its FBC submission and approval date. A CCR was submitted and ***approved by Cabinet in August 2026*** to defer the subproject from the City Deal programme due to topographical constraints and associated design considerations.

13.22.5 East Kilbride CGA

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

- 3 sub-projects are **Complete**:
  - Jackton Primary School – provides a new 18 classroom school with associated accommodation including a synthetic pitch and separate toilet block. School opening took place in August 2023.
  - Our Lady of Lourdes Primary School Extension - A CCR was approved introducing this £4.754m project into the EKCGA programme. Construction was completed July 2024 and ready for the new term beginning on 14 August 2024.
  - Hairmyres Park and Ride - The proposed park and ride site at Hairmyres Rail Station, in conjunction with the proposed relocated rail station located approximately 650 meters west of the existing station, involves the creation of a number of standard and disabled parking bays, provision of an EV community charging hub as well as two new signal-controlled junctions on Redwood Drive and a designated bus loop. It will be a significant addition to East Kilbride's transportation infrastructure and a sustainable solution that will help manage traffic congestion, enhance public transportation options, promote environmentally friendly commuting, and ensure accessibility for all members of the community. The FBC was approved September 2024. The Park and Ride is now open with timeline and scope reporting as complete. Electric vehicle charging infrastructure in the south car park is complete. SPEN substation works are complete and SLC is awaiting confirmation of a commissioning date for the electric vehicle system. Parking usage surveys indicated that around 400 vehicles are regularly parked across both car parks.

- 1 project is in development:
  - St Andrews/St Brides High School – A CCR was approved by Cabinet on 19 August 2025 deferring Calderside Academy, replacing the project with St Andrews/St Brides High School in East Kilbride. The FBC was approved in March 2026 and pre-construction works have begun, including on-site data logger installations and hand digging to verify existing services.

A CCR was submitted in Q2 restating milestones with construction now to start October 2026 and to end in November 2027.

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

13.23.1 West Dunbartonshire Council's £30m (£4***8***m including additional member contributions) City Deal funded Exxon Site Development Project will see completion of extensive enabling works at the former oil terminal at Bowling to support the development of the area for commercial and industrial use with works including: 1.95km of new spine road with associated drainage and lighting infrastructure; 1.32km of upgraded existing public road (A814); a new junction on the A82 at Dumbuck with closure of the existing junction; a remodelled junction on the A82 at Dunglass; an enhanced routing of 475m of the National Cycle Network Route 7 in the vicinity of the site; a new underpass of the Glasgow-Dumbarton Railway at the western access to the site; a deck replacement of the railway overbridge at the eastern access to the site; 2ha of public realm created and a further 27ha of public realm enhanced (which is part of the planning condition but out with the City Deal scope); flood mitigation works; environmental mitigation works (but not remediation); site drainage works; and establishment of platforms for development across the site. Collectively these improvements are expected to result in 25ha of land with reduced flood risk and 19ha of vacant and derelict land brought back into use. The project seeks to enable follow-on investment of 25,500sqm of storage/distribution floor space, 9,900sqm of industrial floor space, and 7,860sqm of business floor space.

The FBC was approved 8 August 2023. Construction began on 27 January 2025 and is due to complete by October 2027.

Western Underbridge construction is complete. All four Scottish Water diversion works are to be completed by ***early November 2026 (instead*** of March 2026).

The two over pass structures at the proposed west junction are fully completed. Spine road formation at west junction is completed and edge kerbs have been installed.

Spine road construction is progressing as programmed.

The National Cycle Network (NCN) and cycle route remain open during the construction work and the final layout is now 85% complete.

The Dunglass Roundabout Reconfiguration Phase 1 is now complete.

The Milton Burn culvert has been installed. ***The aviation fuel pipes currently impacting the Outfall 1 progress and further investigation is required to safely remove relevant section. This is not in the critical path of the programme.***

Road surfacing at the west junction is 85% complete. Spine road earthworks, drainage and kerbing between Chainage 580-1830 is 90% complete. Surfacing will follow.

Preparation for the Eastern Overbridge deck demolition is progressing well.

WDC is exploring opportunities to further the wider Exxon project aspirations and create a community parkland. The design for the river path is completed and currently progressing through the planning process. The alternative funding source is Transport Scotland`s Active Travel Infrastructure Fund Tier 1.

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

13.24.1 Clyde Metro aims to provide transformational change for the Glasgow City Region, providing opportunity for all through sustainable, transport led, investment. Fundamental to the programme will be integration to achieve, placemaking, regeneration and densification and enable a healthier and fairer and more prosperous City Region.

13.24.2 Clyde Metro was a key recommendation from Transport Scotland's national Strategic Transport Projects Review 2 (STPR2 / December 2022) and is included in the National Planning Framework 4 (published Feb 2023). SPT were confirmed in November 2023 as the lead and procuring organisation, working in partnership with Glasgow City Council and Transport Scotland (in a project assurance role) for the Case for Investment deliverables which will include a network of route options to improve connectivity to key sites across the Region, including Glasgow Airport. The scope of the Glasgow City Region City Deal Airport Access Programme has been incorporated within the wider development of a Clyde Metro network and delivery phasing options. City Deal funding (£12.155m) was allocated to Metro Case for Investment in December 2023.

13.24.3 In December 2025, revised CFI governance arrangements were developed to address the 2025 Readiness Review and strengthen the role of the eight Member Authorities, with these changes

approved by Cabinet in March 2026, recognising Cabinet members as Clyde Metro Project Sponsors supported by the CEG.

13.24.4 SPT continues to progress the Clyde Metro Case for Investment (CFI), with current work focused on critical activities needed to support key decisions.

13.24.5 ***Emerging findings in the following areas were presented to the PSG on 1 October: Preferred Network Option (PNO) as well as options for Phase 1, Glasgow Airport rapid access, proposals for optimisation of PNO and Rail x Clyde Metro to enhance integration between Clyde Metro and Heavy Rail. Also presented was the identification of future governance and delivery mechanisms including a set of strategic principles to identify how a "guiding mind" organisation could function and evolving the approach to funding and financing and a commercial approach. Each of these workstreams has been informed by stakeholder inputs, particularly from GCR Member Authorities.***

13.24.6 ***A second PSG is scheduled for 14 October to seek approval for:***

- ***Optimised PNO for consultation***
- ***Phase 1 options for consultation***
- ***Glasgow Airport rapid access options for consultation***
- ***Approach to consultation***

13.24.7 ***The next set of stakeholder engagement sessions are scheduled in for later in October 2026.***

13.24.8 The programme remains complex and evolving, requiring iterative technical work and the development of supporting workstreams, including the *Places x Clyde Metro* programme and work to ensure Clyde Metro is delivered as part of an integrated public transport network. This includes close coordination with bus reform, heavy rail and Subway, alongside discussions with Network Rail and ScotRail on the proposed Clyde Metro PLUS: Rail Alignment, Integration & Linkages (CM+RAIL) programme to optimise the regional rail network linked to Clyde Metro. ***In relation to the ongoing integration piece with heavy rail, Rail x Clyde Metro, a draft scope for this work has been developed and circulated to rail industry stakeholders prior to the rail stakeholder's engagement session.***

13.24.9 Looking ahead: along with the ongoing development of the Programme Business Case, planning is underway for the transition from the CFI to the Phase 1 Outline Business Case (OBC)

13.24.10 The programme structure, scope, work programme, resourcing and costs will all require development ahead of the Phase 1 OBC. A proposed Phase 1 OBC Setup Plan will be presented to a future meeting of the PSG and, as appropriate, the GCR Chief Executive's Group and Cabinet.

13.24.11 The decision-making approach assumes that the PSG, GCR CEG and GCR Cabinet operate together on a quarterly cycle. This enables decisions to be sequentially progressed through each tier of governance across the quarter. Therefore, those approvals listed for the PSG on the 14th October will then be taken to GCR CEG and the GCR Cabinet in November 2026. SPT are continuing to work with Transport Scotland to ensure their assurance comments are taken on board. Work is progressing on the Public Consultation plan, including work on developing visualisations and media buying.

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

13.1.1 The Strategic/Outline Programme Business Case for the Enabling Commercial Space Project was approved by the CAB on 25 February 2025. The Strategic/Outline Business Case will be a dynamic document, developed by the PMO and overseen by a Working Group of MA representatives.

13.1.2 The project includes three main types of interventions:

- Enabling activity – Investment in infrastructure or platforms that facilitate private sector development of commercial floorspace through follow-on investment;
- Refurbishment of Existing Buildings – Enhancing the quality, energy efficiency, and lifespan of existing commercial premises; and
- New Build Construction – Development of entirely new commercial or industrial premises.

13.1.3 The selection of shortlisted projects is being undertaken by each Member Authority (MA) through a self-assessment process. Ryden Consultants are supporting the GCR PMO in evaluating each MA's self-assessment.

13.1.4 The GCR PMO will update the Strategic/Outline Business Case accordingly as MAs finalise their selections and submit completed self-assessments to the Director of Regional Economic Growth for approval to proceed to Full Business Case (FBC) on behalf of the Cabinet.

13.1.5 As of 30 July 2026, eight MAs have now completed shortlisting phase and selected projects. These have been approved by DREG under Delegated Authority. Capacity building funds have been unlocked to support these MAs to develop FBCs for their shortlisted projects.

13.1.6 Approved self-assessments are as follows:

- EDC: Southbank House (Refurbishment)
- ERC: Robertson Street Industrial Units (Improvements/Replacement); and Crossmill Industrial Units (New Build)
- GCC: Lighthouse (Refurbishment); Clyde Waterfront Innovation Campus (Enabling Infrastructure); and Red Dalmarnock X Works (New Build)
- IC: Inchgreen (New Build); Crescent Street (New Build); Kelburn (New Build); and Ingleston Park (Refurbishment)
- NLC: Ravenscraig (New Build) Phase 1 and Phase 2; and Westpoint (New Build)
- RC: Tech Terrace AMIDS (New Build)
- WDC: Ash Road (Refurbishment).
- SLC: Red Tree Labs Shawfield Innovation Campus (New Build);

13.1.7 ***Self-assessments still to be approved are as follows:***

- ***SLC: the replacement project for Cathcart Road (New Build); and Industrial Unit (Upgrades and Retrofit) which have been discounted at shortlisting stage.***

13.1.8 EDC's Southbank House project has had their FBC consultant appointed ***and initiation/scoping meeting has been undertaken. The design team scope has been developed and the review of the professional services cost submission is underway with a view to appoint***. ***An updated self-assessment has been submitted to the PMO in September 2026 that includes further detail on the deliverables under the additional Local Growth Fund allocation (£608,000).***

13.1.9 ERC have appointed architects to design their Crossmill (New Build) project and held a pre-start meeting in March 2026. A CCR ***has been submitted in Q2 to restate milestones with the FBC now expected for approval in August 2027 with construction starting in January 2028 and ending in January 2029. Invasive Species*** (Japanese knotweed) ***surveys are now complete and treatment is scheduled to begin mid-October. Ecology and Tree surveys are complete with Site Investigations set to commence this coming quarter***.

ERC's Robertson Street project has been paused and is currently under review.

13.1.10 GCC's Red Dalmarnock X Works (New Build) will provide 3,162sqm of modern high specification building premises for High Value Manufacturing/Advanced Manufacturing Precision Engineering. The FBC was approved at the 12 Feb 2026 CEG. The Grant Agreement was subsequently finalised and formally signed off by Clyde Gateway and Glasgow City Council in March 2026. Construction started in March 2026 and to date, ***the foundations, steel frame, ground slabs, upper floors and blockwork are complete for both buildings. The roofing, cladding and site works are progressing and on programme. Glazing on Building 1 is due to commence in October along with MEP (mechanical / Electrical / Plumbing) first fix.***

13.1.11 GCC's Lighthouse Phase 1 'Envelope' works are ***complete***. These works are funded by GCC Shared Prosperity Funding (£2M secured), carried out by City Building and will address required building fabric repairs. City Deal funded project remains in a development state to expand out the defined project scope by the delivery team and production of FBC for submission to GCR PMO (for Delegated Authority approval). ***The FBC production is nearing completion.*** Phase 2 'Sustainability' works - will address heating and functionality of the building and will be funded via City Deal Enabling Commercial Space (ECS).

13.1.12 GCC's 3rd project Clyde Waterfront Innovation Campus (CWIC - Phase 2) is developing and is currently at design stage. GCC has secured funding from the Scottish Government to support the preparation of a Masterplan Consent Area (MCA) for the remaining vacant and derelict land in the area (CWIC Phase 2). MCA's are the successor of Simplified Planning Zones and are being promoted by the Government as a new mechanism for local authorities to show place leadership and unlock investment in challenging sites. Further survey work has been undertaken in the ongoing design/engagement stage. ***Formal statutory consultation currently underway with regard to the***

creation of the MCA. MCA will take design to RIBA Stage 2. The Council intends to adopt the MCA in Summer 2026. Thereafter the public realm and infrastructure framework will be taken to detailed design (RIBA Stage 4) by Spring 2027. FBC will be submitted, following tender process, circa October 2027, with a works contract awarded thereafter.

13.1.13 4 sites are being progressed as part of the IC's Enabling Commercial Space: Kelburn Phase 2, Crescent Street, Ingleston and Inchgreen. ***Kelburn and Crescent Street Site Investigations have been returned and as expected for the land, some constraints but tolerable for a commercial site. Layouts have been agreed as a project and progressing to pre-application discussion with planning. CCRs have been submitted in Q2 26/27 restating project milestones for all IC ECS projects.*** Inchgreen, NMIS and West College Scotland ***have signed a memorandum of understanding and are working together to agree uses and requirements of the building***.

13.1.14 NLC's Ravenscraig Phase 1 consists of the development of a multi-let industrial scheme at Ravenscraig totalling 5,797m^2 across four separate units which will be delivered in two phases by NLC's arm's length development company - Fusion Assets. The FBC was approved by DREG on 5 January 2026 and construction works have begun and progressed over Q1. The expected action for Q***3*** is site work continuing at pace for the anticipated completion of January 2027.

Ravenscraig Phase 2 comprises two standalone industrial units totalling 3,083m² with private service yards and parking. A draft FBC was submitted to the PMO for appraisal and is expected to be approved in November/December 2026. A full design team has been appointed to Phase Two and building warrant application has been submitted.

NLC's Westfield Point in Cumbernauld has also had a full project management and design team be put into place following a tender exercise. The team is currently working on the detailed design, programme and cost plan for the project.

13.1.15 RC's Tech Terrace project will be delivered over two phases (2,694sqm delivered for each phase) at an approximate cost of £9.1m per phase. The first phase will be funded by Buccleuch Property - supported by a grant from Scottish Enterprise. The second phase will be funded by Buccleuch Property and funding from the City Deal Enabling Commercial Space project. ***Part of the ECS funding will be used to expand the DHN into Tech Terrace Phases 1 and 2 helping to future-proof the wider AMIDS build-out.*** Phase 2 project is progressing with detailed design which is underway. It is anticipated that the planning will be submitted in ***January 2027*** (instead of June 2026). ***The design, planning and building warrant will include the DHN connections which will concern both phases.***

A CCR has been submitted in Q2 detailing that two separate (but corresponding) FBCs will incorporate Tech Terrace Phase 2 and the DHN extension and are planned to be submitted for approval at the August 2027 CEG meeting. A separate CCR was also submitted restating FBC and construction milestones for both elements. The PMO have merged these two CCRs into a singular document detailing both the time and scope change.

13.1.16 SLC's Red Tree Labs consists of 50,915sqft / 4,730sqm GIA of flexible floorspace over four floors for blended provision of offices, laboratory space, incubator and production areas. ***Final project costs have been received and the Full Business Case (FBC) is currently being finalised. Subject to approval by SLC's Executive Committee scheduled on 28 October 2026, approval will then be sought from the Glasgow City Region***.

13.1.17 SLC's Cathcart Road and Industrial Unit (upgrades and Retrofit) projects are to be replaced following discounting at shortlisting stage. ***In Q2, SLC advised that the projects are to be switched. Details have not yet been provided for the replacement project and will follow in a Change Control to formally approve the change in delivery.*** A working group was established to take forward next steps and officers looking at specific SLC owned sites with regard to bringing forward a deliverable proposal.

13.1.18 WDC's John Knox Street project is not yet ready to complete a self-assessment as the project is not yet fully funded. Funding bids are planned to RCGF and WDC Capital Programme and the outcome of these bids will be known in December 2026. If unsuccessful, WDC will then seek to identify an alternative use of funds, with the site adjacent to the existing Exxon site being the preferred alternative option. The self-assessment for Ash Road project has been approved and can now move to FBC stage.

13.1.19 Appendices 1 and 2 contain any provided business case approval and construction dates.

13.1.20 An allocation of £20m has been made available from the UK Govt Local Growth Fund (LGF) for a further round of ECS projects across all eight local authority areas. ***A list of proposed projects was approved by Cabinet for inclusion in the wider ECS SOPBC and that further shortlisting would***

take place through the use of the self-assessment form to arrive at the final agreed programme. It has been agreed with both governments that an element of the City Deal funding which was previously allocated may be replaced by LGF. Change Control Requests and will be submitted for projects in due course to reflecting the funding change.

14. ANNUAL IMPLEMENTATION PLAN UPDATE

14.1. City Deal Annual Implementation Plan Status

14.1.1 The Annual Implementation Plan for 2026/27 is attached at Appendix 10a setting out all of the activities which will be completed by the Programme Management Office and Support Groups throughout 2026/27 to support the delivery of the City Deal Programme and to ensure compliance with the Assurance Framework and Grant Offer Letter (GOL).

14.1.2 Monitoring of the AIP is a condition of the GOL. A brief update on the progress which has been made with each action being delivered by the PMO and Support Groups (Appendix 10a) in the AIP and the status for each action is included with updates for the period marked in bold italic font.

14.1.3 The table below shows one action in Appendix 10a reporting at Amber relating to business case submission dates being missed.

SUMMARY	City Deal PMO and Support Group Actions	
Red	0	(0%)
Amber	1	(4%)
Green	***17***	(***71***%)
Complete	***3***	(1***3***%)
Superseded	0	(0%)
Future	***3***	(1***3***%)
	24	(100%)

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

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

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
INFRASTRUCTURE PROGRAMME												
East Dunbartonshire Council in partnership with Strathclyde Partnership for Transport and Glasgow City Council												
1. Place and Growth Programme		C	C	n/a		G	G	G	F	various	various	
	Westerhill Development Road		C	n/a	C	G	G	G	F	Feb 2026	Nov 2027	
	~~A803 Sustainable Travel Corridor~~		~~D~~	~~n/a~~	~~D~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	-
	Bishopbriggs Town Centre Regeneration		C	n/a	C	G	G	G	F	Feb 2026	Dec 2026	
East Renfrewshire Council												
2. M77 Strategic Corridor		C	C	n/a		G	G	G	G	various	various	
	Levern Works			C	C	C	C	C	C	Aug 2015	Aug 2016	
	Business Boost			C	C	C	C	C	C	Nov 2017	Mar 2019	
	Aurs Road Realignment			C	C	***G***	***G***	A	G	Oct 2023	***May 2027***	CCR in Q2 26/27 has been approved to reopen construction and timeline.
	Balgraystone Road			C	C	C	C	C	C	Mar 2019	Apr 2020	
	Balgray Station			C	C	***C***	***C***	G	G	Sep 2024	Sep 2026	***scope and timeline complete in Q2 26/27***
	~~Levern Valley Link~~			D	D	n/a	n/a	n/a	n/a	n/a	n/a	
	Balgray Visitor Facilities			C	F	G	A	G	G	May 2026	Feb 2027	***CCR restating timeline submitted in Q2 26/27***
Glasgow City Council												
3. Canal and North Gateway		C	C	C		G	A	G	G	various	various	***Overall RAG changed to Green in Q2 26/27 due to CCRs submitted***
	FBC1: Sighthill: Remediation (Contract 1)				C	C	C	C	C	Dec 2015	Nov 2017	
	FBC 2: Sighthill Remediation (Contract 2)				C	C	C	C	G	Oct 2016	Apr 2023	
	FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill				C	C	C	C	G	Mar 2018	Jul 2019	
	FBC4: NGIWMS - Smart Canal				C	C	C	C	G	Mar 2018	Jun 2019	
	~~NGIWMS: Cowlairs Link~~				~~D~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	-
	FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Link				C	C	C	C	G	May 2019	Feb 2022	
	FBC 7: Sighthill M8 Pedestrian Bridge				C	C	C	C	G	Jan 2020	Jul 2022	
	FBC 6: Speirs Lock: Garscube Toll & Links				C	C	C	C	G	Nov 2019	Feb 2022	
	Port Dundas: Dobbies Loan				F	G	A	A	G	Dec 2025	Nov 2026	***CCR restating timeline submitted in Q2 26/27***
	Port Dundas: Pinkston Access and Remediation				F	G	A	G	G	Dec 2026	Aug 2027	project has missed FBC submission date
-	~~Cowlairs: Remediation & Servicing~~				~~D~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	-
4. Collegelands Calton Barras		C	C	C		G	G	G	G	various	various	
	High Street Public Realm and Connectivity				F	G	A	G	G	Jun 2026	Sep 2027	***CCR restating timeline submitted in Q2 26/27***
	FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)				C	C	C	G	G	Jan 2025	Jul 2025	
	FBC 2: Meat Market Site Remediation				C	C	C	C	G	Jun 2019	Aug 2020	
	FBC5: Meatmarket Public Realm and Listed Structures				C	G	G	G	G	Nov 2024	Oct 2028	
	FBC 3: Calton Barras Action Plan – Junction Improvements				C	C	C	C	C	Jun 2019	Apr 2020	
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1				C	C	C	C	G	May 2017	Jul 2018	
5. City Centre Enabling Infrastructure Integrated Public Realm		C	C	C		G	G	G	G	various	various	***Overall RAG changed to Green in Q2 26/27 due to CCRs submitted***
	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	***C***	***C***	G	G	Feb 2024	***Sep 2026***	***scope and timeline complete in Q2 26/27***
	Block A - Argyle St East (Union Street to Glasgow Cross)				C	G	G	G	G	Feb 2026	Mar 2029	
	~~Block A - St Enoch's Square - Dixon Street~~				D	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	-
	~~Block A - Bath Street East-Cathedral Street~~				D	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	-
	Block A - Kyle Street - North Hanover Street				C	G	G	G	G	Mar 2025	Dec 2026	
	~~Block A - New City Road (The Underline Phase 2)~~				D	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	-
	Block A - Sauchiehall Street Precinct & ~~The Underline Phase 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~~	-

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
Glassford St element deferred.	Block B - Stockwell Street				C	G	A	G	G	Dec 2025	May 2027	
	Block B - Broomielaw				F	G	A	G	G	Nov 2025	Nov 2027	***CCR restating timeline submitted in Q2 26/28***
	Block B - Clyde Street				F	G	A	G	G	Nov 2025	Nov 2027	***CCR restating timeline submitted in Q2 26/29***
-	~~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	A	G	G	Aug 2026	Oct 2028	
	FBC2: Intelligent Street Lighting				C	C	C	C	C	Mar 2018	Jun 2019	
	Block C - George Square and Surrounding Avenues				C	G	G	G	G	May 2025	Sep 2026	
6. Metropolitan Glasgow Strategic Drainage Partnership						G	G	G	G	various	various	
	FBC 1: Camlachie Burn				C	C	C	C	G	Mar 2017	Jul 2019	
	FBC 2: Cardowan Surface Water Management Plan (SWMP)				C	C	C	C	G	Aug 2018	Dec 2019	
	FBC 4: South East Glasgow SWMP				C	C	C	C	G	May 2019	Jan 2021	
	FBC 3: Hillington/Cardonald SWMP- Phase 1 (Moss Heights/Halfway Community Park)				C	C	C	C	G	Aug 2018	May 2019	
	FBC 7: Hillington/Cardonald SWMP - Ph 2 - Queensland Gardens				C	C	C	C	G	Feb 2023	Jul 2023	
	FBC 8: Hillington/Cardonald SWMP - Ph 3: Penilee	C	C	C	C	C	C	C	G	Feb 2022	May 2023	
	FBC 5: Garrowhill/Ballieston SWMP				C	C	C	C	G	Aug 2019	Nov 2022	
	FBC 6: Drumchapel SWMP				C	C	C	C	G	Jan 2020	Mar 2021	
	Cockenzie St SWMP				F	G	G	G	G	Apr 2027	Feb 2028	
	~~Fullerton Avenue SWMP~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Eastern Springburn SWMP				F	G	G	G	G	Feb 2027	Aug 2027	
	High Knightswood/Netherton SWMP				F	G	G	G	G	Aug 2027	Feb 2028	
7. Clyde Waterfront West End Innovation Quarter						G	G	G	G	various	various	
	FBC 7: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm Phase 1				C	C	C	G	G	Oct 2022	Jul 2024	
	Develop. Econ. Role of GU - Byres Road Public Realm Phase 2				C	G	G	G	G	Mar 2025	May 2027	
	~~Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay - Expressway Bridge~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	~~Develop. Econ. Role of SEC/Pacific Quay Cessnock Pedestrian Link~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	~~Develop. Econ. Role of SEC/Pacific Quay - Finnieston Link~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	~~Develop. Econ. Role of SEC/Pacific Quay - Canting Basin Bridge~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	~~Investing in the Strategic Road Network to Unlock Development (M8 Jct19)~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	GRID - Clyde Waterfront Innovation Campus (CWIC): Site Remediation and Services (*) and Access and Connectivity (#)				C	C	C	G	G	Mar 2026	Sep 2025	
	FBC 6: CGAP Water Row Grant Award				C	C	C	C	G	Feb 2022	Jun 2024	
	~~Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3 (*)~~				M	n/a	n/a	n/a	n/a	n/a	n/a	
	~~GRID - Clyde Waterfront Innovation Campus: Access and Connectivity (***) (#)~~				M	n/a	n/a	n/a	n/a	n/a	n/a	
	~~Developing the Economic Role of Yorkhill Hospital Site~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm Improvements (Phase 1 and 2)				C	C	C	C	G	Mar 2018	Dec 2019	
	~~CGAP Development Deficit Funding – Commercial Floorspace 1 (**)~~				M	n/a	n/a	n/a	n/a	n/a	n/a	
	FBC 2: CGAP Development Deficit Funding Commercial Floorspace 2 (Govan Old Parish Church)				C	C	C	C	G	Jun 2019	Sep 2022	
	~~Access and Integrity of Waterfront The Briggait/Lancefield Quay~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	~~Access and Integrity of Waterfront - Yorkhill Quay~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	~~FBC 8: Access and Integrity of Waterfront - Windmillcroft Quay~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	~~Access and Integrity of Waterfront - SEC - Active Travel~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	Access and Integrity of Waterfront - Custom House Quay and Carlton Place (##)				F	G	***A***	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	

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
	~~Access and Integrity of Waterfront - Govan Graving Docks~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	FBC 5: Improving Connectivity between GU and QEUH - Govan-Partick Bridge				C	C	C	G	G	Nov 2021	Sep 2024	
	FBC3: Improving Connectivity between GU and QEUH - Active Travel Route (North)				C	C	C	C	G	Oct 2019	Apr 2022	
	~~Improving Connectivity between GU and QEUH- Active Travel Route (South) (***)~~				M	n/a	n/a	n/a	n/a	n/a	n/a	
Inverclyde Council												
8. Inchgreen		C	C			G	G	G	G	various	various	
	Inchgreen Ph. 1			n/a	C	C	C	G	G	Mar 2022	Mar 2024	
	Inchgreen Ph. 2 (New Local Project)			n/a	C	G	***A***	G	G	Mar 2026	Dec 2026	***Q2 26/27 - no confirmation if construction has started and no updates in PSR provided***
9. Ocean Terminal		C	C	n/a		C	C	C	G	various	various	
	Marine Works			C	C	C	C	C	C	May 2019	Mar 2020	
	Terminal Building			n/a	C	C	C	C	C	Nov 2019	Feb 2023	
10. Inverkip	Inverkip	C	C	n/a	C	C	C	G	G	Dec 2024	Dec 2025	
North Lanarkshire Council												
11. A8 M8 Corridor Access Improvements		C	C	n/a		G	G	G	F	various	various	
	Eurocentral Access Infrastructure (Ph.1 and Ph.2)			n/a	F	G	***A***	G	F	Oct 2026	Apr 2027	
	Eurocentral Access Infrastructure (Ph.2 or 3)			n/a	F	G	G	G	F	Sep 2027	Jun 2028	
	Orchard Farm Roundabout			n/a	F	G	G	G	F	***Nov 2027***	***Feb 2029***	***FBC and construction dates delayed via CCR 260709_NLC_058 approved by CAB in August 2026***
12. Gartcosh/Glenboig Community Growth Area		C	C	C		C	C	C	G	various	various	
	Glenboig Link Road - FBC 1				C	C	C	C	G	Oct 2016	Jun 2018	
	Glenboig Link Road - FBC 2				C	C	C	C	G	Dec 2016	Jun 2018	
13. Pan Lanarkshire Orbital Transport Corridor		C	n/a	n/a		G	G	G	G	various	various	
	RIA South - FBC WCML Crossing (FBC1)		C	n/a	C	C	C	G	G	Feb 2022	Aug 2023	
	RIA South - New Dual Carriageway Rav to Motherwell (FBC2)			n/a	F	G	G	G	F	Aug 2027	Oct 2028	
	~~RIA North - Dualling of A723 Rav to M8 (FBC3)~~			n/a	D	n/a	n/a	n/a	n/a	n/a	n/a	
	RIA South - Dualling of Airbles Road and Jnct improvements (FBC4)			n/a	F	G	G	G	F	Dec 2027	Mar 2029	
	East Airdrie Link Road		C	n/a	F	G	G	G	F	Apr 2028	Sep 2030	
	Motherwell Town Centre Interchange		C	C	C	C	C	G	C	Nov 2021	May 2023	
Renfrewshire Council												
14. Clyde Waterfront and Renfrew Riverside (CWRR)	Clyde Waterfront and Renfrew Riverside (CWRR)	C	C	C	C	C	C	G	G	Feb 2021	Apr 2025	overall RAG status changed from Green to Complete in Q3 25/26 however the PMO is choosing to remain at Green until finances are complete.
15. Glasgow Airport Investment Area (GAIA)	Glasgow Airport Investment Area (GAIA)	C	C	C	C	C	C	G	G	Mar 2019	Oct 2022	
South Lanarkshire Council												
16. Cathkin Relief Road	Cathkin Relief Road	C	C	C	C	C	C	G	C	May 2019	Jan 2017	
17. Greenhills Road	Greenhills Road	C	C	C	C	C	C	G	G	Aug 2018	Sep 2023	
18. Stewartfield Way/East Kilbride Town Centre		C	C	n/a	F	G	A	G	F	Jun 2026	Oct 2028	
	Stewartfield Way Capacity Enhancement	C	C	n/a	F	G	A	G	F	Jun 2026	Oct 2028	***CCR restating timeline submitted in Q2 26/27***
	~~East Kilbride Town Centre (FBC1: Demolition Contract)~~	~~C~~	~~C~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~F~~	~~Aug 2026~~	~~Jul 2028~~	
	East Kilbride Town Centre (FBC1: Demolition Contract/FBC2: Civic Hub)	C	C	n/a	F	G	A	G	G	Aug 2026	Jul 2028	***CCR restating timeline and scope submitted in Q2 26/27***
	East Kilbride Town Centre (FBC3: Housing Enabling Works)	C	C	n/a	F	G	A	G	F	Aug 2026	Aug 2027	***CCR restating timeline and scope submitted in Q2 26/27***
19. SLC Community Growth Area		C	C	C		G	G	G	G	various	various	
19a. Community Growth Area (CGA) - Newton		C	C	C						various	various	
	Newton CGA Park and Ride				C	C	C	C	G	May 2017	Dec 2017	
	Newton Farm Primary School				C	C	C	C	G	Feb 2016	Aug 2017	
	Westburn Roundabout				C	C	C	C	G	Nov 2018	Sep 2019	
	~~Sustainable Transport Intervention~~				D	n/a	n/a	n/a	n/a	n/a	n/a	***Deferred as per CCR 260709_SLC_042 approved by CAB August 2026***
	Uddingston Grammar School				F	G	A	A	F	Sep 2026	Mar 2027	***[CC, 28/10/26] Draft FBC submitted in October 26, still with PMO and to be submitted to SLC shortly***
19b. Community Growth Area - Hamilton			C	C						various	various	
	FBC1: Woodhead Primary School Extension				C	C	C	C	G	Aug 2018	Aug 2019	
	FBC2: Highstonehall Road Upgrade Works				C	C	C	C	G	Nov 2018	Apr 2019	
	FBC3: Woodfoot Road Transport Corridor Improvements				C	C	C	C	G	Apr 2019	Dec 2019	
	FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)				C	G	***G***	G	G	Aug 2024	***Sep 2027***	***CCR restating timeline approved in Q2 26/27***
	~~FBC5: Wellhall Road/Hillhouse Road Junction (****)~~				D	n/a	n/a	n/a	n/a	n/a	n/a	

	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits Realisation	Approved CEG FBC dates	End of construction	COMMENTS
	~~FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions (****)~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
	~~FBC7: Calderside Academy~~				D	n/a	n/a	n/a	n/a	n/a	n/a	
19c. Community Growth Area - Larkhall			C	C						various	various	
	Holy Cross High Extension				C	G	***G***	G	G	Feb 2026	***Dec 2027***	***CCR restating timeline approved in Q2 26/27***
	Glengowan Primary School Extension				C	C	C	G	G	Aug 2021	Jun 2022	
	Larkhall Nursery Extension				n/a	n/a	n/a	n/a	G	n/a	n/a	
	Merryton Roundabout & Link Road				F	G	A	G	F	May 2026	Dec 2027	
	A72 Lanark Road / M74 Signalisation				C	C	C	G	G	May 2023	Jun 2024	
	M74 Works				F	G	***G***	G	F	***Jun 2027***	***Dec 2027***	***CCR restating timeline approved in Q2 26/27***
	Community Facility (Larkhall Leisure Centre)				C	G	***G***	G	F	Jul 2026	Sep 2028	***timeline Amber to Green in Q2 as confirmation given that construction has started***
19d. Community Growth Area - East Kilbride			C	C						various	various	
	Park and Ride Facility - Hairmyres				C	C	C	G	G	Sep 2024	Jul 2025	
	New Primary School (Phase 1) - Jackton				C	C	C	G	G	Feb 2022	Aug 2023	
	Our Lady of Lourdes Primary School				C	C	C	G	G	Nov 2023	Aug 2024	
	St Andrews/St Brides High School				C	G	***G***	G	G	Mar 2026	***Nov 2027***	***CCR restating timeline approved in Q2 26/27***
West Dunbartonshire Council												
20. Exxon Site Development Project	Exxon Site Development Project	C	C	C	C	G	G	G	G	Jul 2023	Oct 2027	
Regional Projects												
21. Clyde Metro Case for Investment		n/a	n/a	n/a	n/a	G	G	G	F	n/a	various	
22. Enabling Commercial Space (ECS)										Feb 2026	Dec 2029	
ECS: EDC	Southbank House (Refurbishment)		n/a	n/a	F	G	G	G	F	Feb 2028	Dec 2028	
ECS: ERC	Robertson Street Industrial Units (Improvements/Replacement)		n/a	n/a	F	G	A	G	F	Nov 2026	Oct 2028	a CCR is needed to remove this project from the ECS programme.
ECS: ERC	Crossmill Industrial Units (New Build)		n/a	n/a	F	G	A	G	F	Jun 2026	Nov 2027	***CCR restating timeline submitted in Q2 26/27***
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	
ECS GCC	Red Dalmarnock X Works (New Build)		n/a	n/a	C	G	G	G	F	Feb 2026	Mar 2027	
ECS: IC	Inchgreen (New Build)		n/a	n/a	F	G	***G***	G	F	***Oct 2027***	***Dec 2029***	***CCR approved on 5/11/26 restating milestones***
ECS: IC	Crescent St (New Build)		n/a	n/a	F	G	***G***	G	F	***Oct 2027***	***Dec 2029***	***CCR approved on 5/11/26 restating milestones***
ECS: IC	Kelburn (New Build)		n/a	n/a	F	G	***G***	G	F	***Oct 2027***	***Dec 2029***	***CCR approved on 5/11/26 restating milestones***
ECS: IC	Ingleston Park (Refurbishment)		n/a	n/a	F	G	***G***	G	F	***Oct 2027***	***Dec 2029***	***CCR approved on 5/11/26 restating milestones***
ECS: NLC	Ravenscraig (New Build) ph. 1		n/a	n/a	C	G	G	G	F	Feb 2026	Jan 2027	
ECS: NLC	Ravenscraig (New Build) ph. 2	C	n/a	n/a	F	G	G	G	F	Sep 2026	Nov 2027	***[CC, 28/10/26] Draft FBC submitted in August 26, back to NLC and Fusion assets to address PMO comments and resubmit***
ECS: NLC	Westfield Point (New Build)		n/a	n/a	F	G	G	G	F	Aug 2027	Jun 2028	
ECS: RC	Tech Terrace Phase 2 AMIDS (New Build)		n/a	n/a	F	G	***G***	G	F	***Aug 2027***	***Dec 2028***	***CCR approved by CEG Q2 26/27.***
ECS: RC	***Tech Terrace Phase 2 District Heating Networks (DHN)***		n/a	n/a	F	G	***G***	G	F	***Aug 2027***	***Nov 2028***	***CCR approved by CEG Q2 26/27 to split tech terrace into 2 sub-projects with separate FBCs***
~~ECS: SLC~~	~~Cathcart Road (New Build)~~		~~n/a~~	~~n/a~~	~~F~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~***CCR approved deferring the project in Q2 26/27***~~
ECS: SLC	Red Tree Labs, Shawfield Innovation Campus (New Build)		n/a	n/a	F	G	G	G	F	Nov 2026	2028	***CC, 28/10/26] Draft FBC submitted in August 26, still with PMO and to be submitted to SLC shortly***
~~ECS: SLC~~	~~Industrial Unit (Upgrades and Retrofit)~~		~~n/a~~	~~n/a~~	~~F~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~***CCR approved deferring the project in Q2 26/27***~~
~~ECS: WDC~~	~~Lomondside (New Build)~~		~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~n/a~~	~~tbc~~	~~tbc~~	-
ECS: WDC	John Knox Street (New Build)		n/a	n/a	F	G	G	G	F	tbc	2027	
ECS: WDC	Ash Road (Refurbishment)		n/a	n/a	F	G	A	G	F	Aug 2026	Mar 2027	

Appendix 2: PROJECTS MILESTONE DATES

Member Authority	Main Project	Sub Project	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**		**various**	**various**	**various**	**various**	**various**	**various**
-	-	Westerhill Development Road	12/02/2026	no date	05/12/2025	Mar 2026	May 2026	Nov 2027
	-	~~A803 Sustainable Travel Corridor~~	~~no date~~	~~no date~~	~~06/12/2025~~	~~Apr 2026~~	~~no date~~	~~no date~~
	-	Bishopbriggs Town Centre Regeneration	12/02/2026	no date	05/12/2025	Mar 2026	May 2026	Dec 2026
ERC	**2. M77 Strategic Corridor**		**various**	**various**	**various**	**various**	**various**	**various**
-	-	Levern Works	18/08/2015	18/08/2015	Sep 2015	Oct 2015	Nov 2015	Aug 2016
	-	Business Boost	30/11/2017	n/a	Feb 2018	Mar 2018	Mar 2018	Mar 2019
	-	Aurs Road Realignment	25/10/2023	n/a	15/09/2023	Nov 2023	Dec 2023	***May 2027***
	-	Balgraystone Road	28/03/2019	n/a	Feb 2019	May 2019	Jun 2019	Apr 2020
	-	Balgray Station	05/09/2024	n/a	25/07/2024	Feb 2025	Jul 2025	Sep 2026
	-	~~Levern Valley Link~~	~~Sep 2024~~	~~n/a~~	~~Aug 2024~~	~~Oct 2024~~	~~Nov 2024~~	~~Nov 2025~~
	-	Balgray Visitor Facilities	13/05/2026	n/a	20/03/2026	Jun 2026	Jun 2026	Feb 2027
GCC	**3. Canal and North Gateway**		**various**	**various**	**various**	**various**	**various**	**various**
GCC	Canal and North Gateway	FBC1: Sighthill: Remediation (Contract 1)	15/12/2015	15/12/2015	Nov 2015	Dec 2015	Dec 2015	Nov 2017
	-	FBC 2: Sighthill Remediation (Contract 2)	18/10/2016	18/10/2016	Sep 2016	Mar 2017	Mar 2017	Apr 2023
	-	FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill	29/03/2018	10/04/2018	Feb 2018	Apr 2018	Jun 2018	Jul 2019
	-	FBC4: NGIWMS - Smart Canal	29/03/2018	10/04/2018	Feb 2018	Jun 2018	Jun 2018	Jun 2019
	-	~~NGIWMS: Cowlairs Link~~	~~11/08/2022~~	~~n/a~~	~~17/06/2022~~	~~Aug 2022~~	~~Aug 2022~~	~~Aug 2023~~
	-	FBC 5: Port Dundas North Canal Bank Street and Speirs Locks Link	29/05/2019	n/a	Apr 2019	May 2019	Jun 2019	Feb 2022
	-	FBC 7: Sighthill M8 Pedestrian Bridge	30/01/2020	n/a	13/12/2019	Jan 2020	Mar 2020	Jul 2022
	-	FBC 6: Speirs Lock: Garscube Toll & Links	28/11/2019	n/a	25/10/2019	Dec 2019	Dec 2019	Feb 2022
	-	Port Dundas: Dobbies Loan	18/12/2025	n/a	24/10/2025	Feb 2026	Feb 2026	Nov 2026
	-	Port Dundas: Pinkston Access and Remediation	17/12/2026	n/a	23/10/2026	Feb 2027	Feb 2027	Aug 2027
	-	~~Cowlairs: Remediation & Servicing~~	~~28/07/2022~~	~~n/a~~	~~17/06/2023~~	~~Aug 2022~~	~~Aug 2022~~	~~Aug 2023~~
GCC	**4. Collegelands Calton Barras**		**various**	**various**	**various**	**various**	**various**	**various**
GCC	Collegelands Calton Barras	High Street Public Realm and Connectivity	18/06/2026	n/a	24/04/2026	Aug 2026	Jul 2026	Sep 2027
-	-	FBC4: Meat Market Roads and Infrastructure (Wellpark Link project)	20/08/2024	n/a	26/04/2024	Aug 2024	Jan 2025	Jul 2025
-	-	FBC 2: Meat Market Site Remediation	30/06/2019	n/a	May 2019	Jun 2019	Jun 2019	Aug 2020
-	-	FBC5: Meatmarket Public Realm and Listed Structures	01/11/2024	n/a	Sep 2024	Jan 2025	***Oct 2026***	Oct 2028
-	-	FBC 3: Calton Barras Action Plan – Junction Improvements	20/06/2019	n/a	01/05/2019	27/06/2019	27/06/2019	18/04/2020
-	-	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1	24/05/2017	06/06/2017	Apr 2017	Jan 2018	Jan 2018	Jul 2018
GCC	**5. City Centre Enabling Infrastructure Integrated Public Realm**		**various**	**various**	**various**	**various**	**various**	**various**
GCC	City Centre Enabling Infrastructure Integrated Public Realm	FBC1: Sauchiehall Street Avenue	01/12/2017	n/a	Nov 2017	Dec 2017	Jan 2018	May 2019
	-	FBC5: Block A - Argyle St West (M8 Kingston Bridge – Union Street)	01/02/2024	n/a	22/12/2023	Jan 2024	Mar 2024	***Sep 2026***
	-	Block A - Argyle St East (Union Street to-Glasgow Cross)	12/02/2026	n/a	05/12/2025	Feb 2026	Jun 2026	Mar 2029
	-	~~Block A - St Enoch's Square - Dixon Street~~	~~27/07/2023~~	~~n/a~~	~~16/06/2023~~	~~Sep 2023~~	~~Nov 2023~~	~~Jan 2026~~
	-	~~Block A - Bath Street East-Cathedral Street~~	~~Jan 2025~~	~~n/a~~	~~Dec 2024~~	~~Feb 2025~~	~~Apr 2025~~	~~Dec 2026~~
	-	Block A - Kyle Street - North Hanover Street	27/03/2025	n/a	31/01/2025	Apr 2025	Jun 2025	Dec 2026
	-	~~Block A - New City Road (The Underline Phase 2)~~	~~23/09/2021~~	~~n/a~~	~~13/08/2021~~	~~Oct 2021~~	~~Oct 2021~~	~~Jun 2023~~
	-	FBC 4: Sauchiehall Street Precinct & Cambridge Street	08/06/2023	n/a	28/04/2023	Jun 2023	Sep 2023	Jul 2025
	-	FBC3: Holland Street/Pitt St	07/12/2022	n/a	Oct 2022	Dec 2022	Mar 2023	Jun 2025
	-	~~Block B - Elmbank Street & Elmbank Crescent~~	~~Feb 2025~~	~~n/a~~	~~Jan 2025~~	~~Mar 2025~~	~~May 2025~~	~~Nov 2026~~
	-	Block B - Stockwell Street	Dec 2025	n/a	Jul 2025	Nov 2025	***Aug 2026***	May 2027

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

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	-	~~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**		**various**	**various**	**various**	**various**	**various**	**various**
IC	Inchgreen	Inchgreen Ph. 1	17/03/2022	n/a	04/02/2022	Apr 2022	Apr 2022	Mar 2024
-		Inchgreen Ph. 2 (New Local Project)	04/03/2026	n/a	30/01/2026	Mar 2026	Mar 2026	Dec 2026
IC	**9. Ocean Terminal**		**various**	**various**	**various**	**various**	**various**	**various**
IC	Ocean Terminal	Marine Works	29/05/2019	04/06/2019	May 2019	Apr 2019	Jun 2019	Mar 2020
	-	Terminal Building	28/11/2019	10/12/2019	25/10/2019	Dec 2019	Apr 2021	Feb 2023
IC	**10. Inverkip**		**04/12/2024**	**n/a**	**13/09/2024**	**Dec 2024**	**Jan 2025**	**Dec 2025**
NLC	**11. A8 M8 Corridor Access Improvements**		**various**	**various**	**various**	**various**	**various**	**various**
NLC	A8 M8 Corridor Access Improvements	Eurocentral Access Infrastructure (Ph.1 ~~and Ph.2~~)	Oct 2026	n/a	Sep 2026	Nov 2026	Jan 2027	Apr 2027
		Eurocentral Access Infrastructure (Ph.2 or 3)	Sep 2027	n/a	Jul 2027	Sep 2027	Oct 2027	Jun 2028
	-	Orchard Farm Roundabout	***Nov 2027***	n/a	***Sep 2027***	***Nov 2027***	***Jan 2028***	***Feb 2029***
NLC	**12. Gartcosh/Glenboig Community Growth Area**		**various**	**various**	**various**	**various**	**various**	**various**
NLC	Gartcosh/Glenboig Community Growth Area	Glenboig Link Road - FBC 1	18/10/2016	18/10/2016	Sep 2016	Nov 2016	May 2017	Jun 2018
	-	Glenboig Link Road - FBC 2	30/12/2016	13/12/2016	Nov 2016	Dec 2016	May 2017	Jun 2018
NLC	**13. Pan Lanarkshire Orbital Transport Corridor**		**various**	**various**	**various**	**various**	**various**	various
NLC	Pan Lanarkshire Orbital Transport Corridor	RIA South - FBC WCML Crossing (FBC1)	03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023
		RIA South - New Dual Carriageway Rav to Motherwell (FBC2)	Aug 2027	n/a	Jun 2027	Aug 2027	Oct 2027	Oct 2028
-	-	~~RIA North - Dualling of A723 Rav to M8 (FBC3)~~	~~06/06/2024~~	~~06/08/2024~~	~~26/04/2023~~	~~Jul 2024~~	~~Oct 2024~~	~~Dec 2026~~
		RIA South - Dualling of Airbles Road and Jnct improvements (FBC4)	Dec 2027	n/a	Nov 2027	Jan 2028	Feb 2028	Mar 2029
	-	East Airdrie Link Road	Apr 2028	n/a	Mar 2028	May 2028	Sep 2028	Sep 2030
	-	Motherwell Town Centre Interchange	03/11/2021	n/a	Sep 2021	Dec 2021	Jan 2022	May 2023
RC	**14. Clyde Waterfront and Renfrew Riverside (CWRR)**		**25/02/2021**	**06/04/2021**	**15/01/2021**	**Mar 2021**	**Jul 2021**	**Apr 2025**
RC	**15. Glasgow Airport Investment Area (GAIA)**		**28/03/2019**	**09/04/2019**	**Feb 2019**	**Jun 2019**	**Jul 2019**	**14/10/2022**
SLC	**16. Cathkin Relief Road**		**23/05/2019**	**04/06/2019**	**Apr 2019**	**Feb 2016**	**Apr 2016**	**Jan 2017**
SLC	**17. Greenhills Road**		**30/08/2018**	**09/10/2018**	**Jul 2018**	**Nov 2018**	**Mar 2019**	**Sep 2023**
SLC	**18. Stewartfield Way/East Kilbride Town Centre**		**Jun 2026**	**n/a**	**Apr 2026**	**Jul 2026**	**Oct 2026**	**Oct 2028**
		Stewartfield Way Capacity Enhancement	18/06/2026	n/a	24/04/2026	Jul 2026	Oct 2026	Oct 2028
-	-	~~East Kilbride Town Centre (FBC1: Demolition Contract)~~	~~06/08/2026~~	~~n/a~~	~~12/06/2026~~	~~Sep 2026~~	~~Oct 2026~~	~~Jul 2028~~
	-	East Kilbride Town Centre (FBC1: Demolition Contract/FBC2: Civic Hub)	06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Jul 2028
	-	East Kilbride Town Centre (FBC3: Housing Enabling Works)	06/08/2026	n/a	12/06/2026	Sep 2026	Oct 2026	Aug 2027
SLC	**19. SLC Community Growth Area**		**various**	**various**	**various**	**various**	**various**	**various**
SLC	**19a. Community Growth Area (CGA) - Newton**		**various**	**various**	**various**	**various**	**various**	**various**
SLC	Community Growth Area - Newton	Newton CGA Park and Ride	24/05/2017	06/06/2017	Apr 2017	May 2017	Jun 2017	Dec 2017
	-	Newton Farm Primary School	03/02/2016	16/02/2016	Jan 2016	Feb 2016	Feb 2016	Aug 2017
	-	Westburn Roundabout	29/11/2018	n/a	Oct 2018	Dec 2018	Mar 2019	Sep 2019
	-	~~Sustainable Transport Intervention~~	~~14/05/2025~~	~~n/a~~	~~14/03/2025~~	~~Jun 2025~~	~~Jun 2025~~	~~Jun 2026~~

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	-	Uddingston Grammar School	17/09/2026	n/a	24/07/2025	Sep 2026	Oct 2026	Mar 2027
SLC	**19b. Community Growth Area - Hamilton**		**various**	**various**	**various**	**various**	**various**	**various**
SLC	Community Growth Areas- Hamilton	FBC1: Woodhead Primary School Extension	02/08/2018	14/08/2018	Jul 2018	Aug 2018	Sep 2018	Aug 2019
	-	FBC2: Highstonehall Road Upgrade Works	29/11/2018	n/a	Oct 2016	Aug 2018	Aug 2018	Apr 2019
	-	FBC3: Woodfoot Road Transport Corridor Improvements	25/04/2019	n/a	Mar 2019	Apr 2019	Jun 2019	Dec 2019
	-	FBC4, 5 & 6: Hamilton Road Junctions Improvement (****)	20/08/2024	n/a	Jun 2024	Sep 2024	Jan 2025	***Sep 2027***
	-	~~FBC5: Wellhall Road/Hillhouse Road Junction~~ (****)	~~20/08/2024~~	~~n/a~~	~~Jun 2024~~	~~Sep 2024~~	~~Oct 2024~~	~~Jul 2025~~
	-	~~FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions~~ (****)	~~20/08/2024~~	~~n/a~~	~~Jun 2024~~	~~Sep 2024~~	~~Oct 2024~~	~~Jul 2025~~
	-	~~FBC7: Calderside Academy~~	~~14/05/2025~~	~~n/a~~	~~14/03/2025~~	~~Jun 2025~~	~~Jul 2025~~	~~Jul 2026~~
SLC	**19c. Community Growth Area - Larkhall**		**various**	**various**	**various**	**various**	**various**	**various**
SLC	Community Growth Areas- Larkhall	Holy Cross High Extension	12/02/2026	n/a	05/12/2025	Dec 2025	***Oct 2026***	***Dec 2027***
	-	Glengowan Primary School Extension	02/08/2021	n/a	18/06/2021	Jul 2021	Aug 2021	Jun 2022
	-	~~Larkhall Nursery Extension~~	~~n/a~~	~~n/a~~	~~n/a~~	~~Mar 2021~~	~~Mar 2021~~	~~Aug 2021~~
	-	Merryton Roundabout & Link Road	13/05/2026	n/a	20/03/2026	May 2026	Jun 2026	Dec 2027
	-	A72 Lanark Road / M74 Signalisation	25/05/2023	n/a	28/04/2023	Dec 2023	Dec 2023	Jun 2024
	-	M74 Works	***Jun 2027***	n/a	***30/04/2027***	***Jul 2027***	***Jul 2027***	***Dec 2027***
	-	Community Facility (Larkhall Leisure Centre)	17/07/2026	n/a	20/03/2026	Aug 2026	Aug 2026	Sep 2028
SLC	**19d. Community Growth Area - East Kilbride**		**various**	**various**	**various**	**various**	**various**	**various**
SLC	Community Growth Areas- East Kilbride	Park and Ride Facility - Hairmyres	04/09/2024	n/a	21/08/2024	05/09/2024	Oct 2024	Jul 2025
	-	New Primary School (Phase 1) - Jackton	03/02/2022	n/a	24/12/2021	Feb 2022	Mar 2022	Aug 2023
	-	Our Lady of Lourdes Primary School	03/11/2023	n/a	15/09/2023	Nov 2023	Nov 2023	Aug 2024
	-	St Andrews/St Brides High School	04/03/2026	n/a	Jan 2026	Mar 2026	***Oct 2026***	***Nov 2027***
WDC	**20. Exxon Site Development Project**		**27/07/2023**	n/a	**16/06/2023**	**Sep 2023**	**Jan 2025**	**Oct 2027**
Reg Prj	**21. Clyde Metro Case for Investment**		**n/a**	**n/a**	**n/a**	**n/a**	**n/a**	**2026**

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Reg Prj	**22. Enabling Commercial Space (ECS)**		**various**	**various**	**various**	**various**	**various**	**various**
EDC	ECS: EDC	Southbank House (Refurbishment)	Feb 2028	tbc	tbc	Mar 2028	Mar 2028	Dec 2028
ERC	ECS: ERC	Robertson Street Industrial Units (Improvements/Replacement)	Nov 2026	tbc	03/09/2026	Nov 2026	Mar 2027	Oct 2028
ERC	ECS: ERC	Crossmill Industrial Units (New Build)	18/06/2026	tbc	24/04/2026	Jul 2026	Oct 2026	Nov 2027
GCC	ECS: GCC	The Lighthouse Ph.2 (Refurbishment)	17/09/2026	tbc	24/07/2026	Oct 2026	Oct 2026	Jun 2027
GCC	ECS: GCC	Clyde Waterfront Innovation Campus (Enabling Infrastructure)	Oct 2027	tbc	tbc	Nov 2027	Jan 2028	Jun 2029
GCC	ECS: GCC	Red Dalmarnock X Works (New Build)	12/02/2026	tbc	24/10/2025	Feb 2026	Mar 2026	Mar 2027
IC	ECS: IC	Inchgreen (New Build)	***Oct 2027***	tbc	***10/09/2027***	***Nov 2027***	***Dec 2027***	Dec 2029
IC	ECS: IC	Crescent St (New Build)	***Oct 2027***	tbc	***10/09/2027***	***Nov 2027***	***Dec 2027***	Dec 2029
IC	ECS: IC	Kelburn (New Build)	***Oct 2027***	tbc	***10/09/2027***	***Nov 2027***	***Dec 2027***	Dec 2029
IC	ECS: IC	Ingleston Park (Refurbishment)	***Oct 2027***	tbc	***10/09/2027***	***Nov 2027***	***Dec 2027***	Dec 2029
NLC	ECS: NLC	Ravenscraig (New Build) ph. 1	12/02/2026	tbc	05/12/2025	Feb 2026	Feb 2026	Jan 2027
NLC	ECS: NLC	Ravenscraig (New Build) ph. 2	17/09/2026	tbc	24/07/2026	Oct 2026	Nov 2026	Nov 2027
NLC	ECS: NLC	Westfield Point (New Build)	Aug 2027	tbc	tbc	Sep 2027	Nov 2027	Jun 2028
RC	ECS: RC	Tech Terrace Phase 2 AMIDS (New Build)	***Aug 2027***	n/a	***11/06/2027***	***Dec 2027***	***Jan 2028***	***Dec 2028***

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RC	ECS: RC	***Tech Terrace Phase 2 District Heating Networks (DHN)***	***Aug 2027***	n/a	***11/06/2027***	***Mar 2028***	***Apr 2028***	***Nov 2028***
~~SLC~~	~~ECS: SLC~~	~~Cathcart Road (New Build)~~	~~18/12/2025~~	~~tbc~~	~~24/10/2025~~	~~Sep 2025~~	~~Dec 2025~~	~~Sep 2029~~
SLC	ECS: SLC	Red Tree Labs, Shawfield Innovation Campus (New Build)	05/11/2026	tbc	03/09/2026	tbc	Jan 2027	Apr 2028
~~SLC~~	~~ECS: SLC~~	~~Industrial Unit (Upgrades and Retrofit)~~	~~18/06/2026~~	~~tbc~~	~~24/04/2026~~	~~tbc~~	~~Jun 2026~~	~~Jul 2027~~
~~WDC~~	~~ECS: WDC~~	~~Lomondside (New Build)~~	~~tbc~~	~~tbc~~	~~tbc~~	~~tbc~~	~~tbc~~	~~tbc~~
WDC	ECS: WDC	John Knox Street (New Build)	tbc	tbc	tbc	tbc	tbc	Sep 2027
WDC	ECS: WDC	Ash Road (Refurbishment)	31/08/2026	tbc	tbc	Oct 2026	Oct 2026	Mar 2027

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	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
rsk 0007	24/01/2020	Open	Financial	Public Sector/Partner Funding Availability	RISK: Member Authority and Partner funding contributions do not materialise CAUSE: Pressures on public sector funding from Govt. impacting on capital and revenue budgets along with pressures arising from high interest rates, high borrowing costs and the potential for member authorities not agreeing a balanced budget. Member authority inability to spend grants in required timescales can mean that funding will be lost. EFFECT: Impact on Member Authorities' capital borrowing and revenue funding	G.	PMO-Director of Regional Economic Growth	PMO-Finance Manager	4	4	16	Very High	Treat	Member Authorities must receive local approval for their 14% funding contribution and their own Business Cases prior to submitting this to the GCR PMO for appraisal. Individual Member Authorities assess the priority of their proposed City Deal projects alongside their own wider capital investment programmes for their local area. Debt financing costs will be met from Member Authority resources and be in line with the Prudential Borrowing Code. Member Authorities' financial positions continue to be assessed via quarterly financial monitoring. Project Status Report template has been extended to capture external funding sources for projects and this funding and associated spend is now also being reported to PMO by MAs and reviewed. Member Authorities continue to face increased pressures on their capital programmes. Approval has been granted by the UK and Scottish govts for the reallocation of £64m of unallocated GAAP funds to help address additional project costs and to reduce requirement for Additional Member Contributions. The approval process for this allocation to members is now in progress with WDC / ERC /RC / GCC / EDC / SLC / NLC having some or all of their funds added to their business case approvals. The level of Additional Member Contributions continues to increase in order to achieve satisfactory project completion. Delivery Confidence returns submitted 10/10/2025 have not indicated any funding issues across 22 projects.	4	2	8	Medium	***16/10/2026***	↔
rsk 0009	24/01/2020	Open	Financial / reputational /economic	Deal GVA and Jobs targets not achieved	RISK: Programme GVA and Jobs targets not achieved / Benefit Cost Ratio reduced CAUSE: Potential increased project costs and reduced benefits resulting from impacts of Covid-19 on Project delivery and global macroeconomy. Reduced demand for follow-on investment outputs (e.g. office and residential space due to higher interest rates on mortgages/borrowing costs). Cumulative impact of changes to individual projects' costs (due to inflation/interest rates etc.)/timelines including projects delivery extending beyond 2025 which economic case was modelled upon / operational job requirements reduced due to increasing trend for automation. Potential shifts in demand for office space that reflect the increased prevalence of home-working and hybrid-working employment patterns. EFFECT: reduced grant due to failure to meet Deal Payment by Results targets	A.	PMO-Head	PMO-Head	4	4	16	Very High	Treat	The Programme wide Reprogramming exercise which commenced in Dec 2020 has now concluded. All Member Authorities have now restated their programme finances, scope and timescales. Gateway 2 Review outputs delivered to date show positive progress. Outcomes that were not captured in project OBCs and, as such, are described as 'windfall' were reported for the first time in the QPR for Q1 2024/25 for some projects and included within the Gateway Review 2 evidence reports. The Programme Level BCR remains positive following the submission of MAs' individual Reprogramming Reports. Delivery Confidence returns submitted 10/10/2025 have not indicated any Benefits Realisation issues across 22 projects. Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed by the Regional Partnership Manager. New reporting arrangements will take affect from ***Q3 2026/27.***	4	2	8	Medium	***26/10/2026***	↔
rsk 0010	24/01/2020	Open	Economic / financial	Attraction of follow-on investment	RISK: Failure to attract necessary follow-on investment to deliver the economic benefits of the City Deal funded Projects. CAUSE: Poor economic conditions, socio-economic factors including depopulation may be a deterrent for investors in certain areas. The impacts of Covid-19 on the global macroeconomy may impact negatively on investor confidence/activity in the medium to long term. Higher than anticipated interest rates which will dampen housing market demand reduce/slow housing developer investment EFFECT: Projects fail to deliver the economic benefits and follow-on private sector investments. Impact on Payment By Result targets	G.	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Transfer	The responsibility for securing follow on investment described in each of the OBCs lies with individual MAs and arrangements for attracting inward investment are appraised by the PMO as part of the business case appraisal process with monitoring on follow on outcomes on a quarterly basis. Commercial Property Demand and Supply study is complete and has informed Gateway 2 Evaluation Report. The UK Govt and Scottish Government have invited GCR to develop a business case for a Regional Investment Zone which may provide further support to City Deal benefits realisation. Investment Zone Gateway 4 submitted to governments end September 2025. IZ Strategic Outline Programme Business Case to be considered Nov 2025 Cabinet and if approved will see additional support for a number of City Deal projects. AMIDs has been selected by UK Government as a Priority Pathfinder project that all bodies with regional arms (including NWF, BBB, GBE, OFI, NISTA) will coalesce around and collaborate to support areas to maximise the potential of these projects. First AMIDs workshop with NWF took place Jan 2026. NWF support requirements for Metro and action plan has now been agreed. Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed by the Regional Partnership Manager. New reporting arrangements will take affect from Q2 2026/27. Site Marketing Lessons Learned session held with Lead Officers June 2026.	4	2	8	Medium	***26/10/2026***	↔
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	MAs are expected to report the securing and delivery of Community Benefits (CBs) using the Cenefits online reporting tool as set out in the Programme Management Toolkit and this is appraised as part of the business case appraisal process. Four Member Authorities are now using Cenefits for BAU. The PMO continues to report on the performance of MAs in the Quarterly Performance Report. Updated versions of the Buyers' and Suppliers' Guides V7.2 were issued December 2024 including the updated Community Benefits Menu where new points values have been added to accommodate requests on the Community Benefit Hub, extending community benefit to include Tier 2 contract awards to local SMEs, Social Enterprises and Supported businesses and for options for hidden poverty and to incentivise contract awards. Five Member Authorities are now live with the Hub. A number of anchor organisations have now joined the Hub as part of Phase 2 roll-out. The third annual review of progress towards the Action Plan was presented to 13 Feb 2025 Regional Partnership meeting, at their meeting on 27 Nov 2025 PSG approved submission to the Regional Partnership of a lighter-touch approach agreed, focusing only on actions with a clear regional role. Final update report will be considered at Regional Partnership meeting Autumn 2026.	3	2	6	Medium	***26/10/2026***	↔
rsk 0001	24/01/2020	Open	Finance	Programme Spend behind Planned Grant Payment Schedule	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. 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. 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.	N/A	PMO-Head	PMO-Finance Manager	4	3	12	High	Treat	FSG continue to monitor actual spend compared with projected spend each quarter. GCR continues to spend ahead of grant receipt and has absorbed accelerated funds of £65m in 2020/21 and £32m in 2021/22. Expenditure is currently running £157m above grant awards with £15m still to be paid from 24/25 and £60m per annum in subsequent years. Delays with the development of the Strategic Transport Project Review (STPR2) Delivery Plan had heightened the risk that Glasgow Airport Access Project funding may not be able to be spent and claimed by required timescales. Reallocation of GAAP funds has now been approved by governments with spending plans developed. Projected spend forecasts remain ahead of grant receipt. Projects have been identified and some sums already approved for members to spend the sums reallocated from the Airport Access Project. Emphasis has been placed on construction end dates for members as there have been many delays to projects over the programme thus far. Ensuring the projects meet their projected spend profile will also ensure the project spend is achieved and there are no major overspends or even underspends resulting from incomplete projects. Inverclyde Council's Change Control Request seeking to vire the remaining funds from Ocean Terminal to Inchgreen Phase 2 project was approved Nov 2025 Cabinet, with this concluding the allocation of all City Deal funds. The request by the Scottish Government for the Monklands Replacement Hospital FBC to be revisited may have an impact on the related NLC East Airdrie Link Road project and the Deal spend projections. NLC has been provided with written confirmation from the Scottish Government of its commitment to the hospital development and the EALR. NLC is now moving forward with the next stage of design.	3	2	6	Medium	***21/10/2026***	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
rsk 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. National Planning Framework 4 references Metro project as national priority. GCR engaged in a Scotland Office-led review of Growth Deals and the next steps for growth deals across Scotland. The PMO is developing a political engagement strategy/elected member briefings. Findings from Gateway Review 2 reports produced to date show support remains high for the Deal. The Gateway 2 Approval Letter was received June 2025. Both governments expressed their ongoing support for the Glasgow City Region Deal and recognised the significant progress at the Annual Conversation 2025. Both government continue to commit additional funding to City Deal project sites to address viability gaps. Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed by the Regional Partnership Manager. New reporting arrangements will take affect from ***Q3 2026/27.***	2	2	4	Low	***21/10/2026***	↔
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. Revised Carbon Management Guidance has been issued by governments in March 2026. The PMO will update the Appraisal Template to align with the revised guidance. Following a request from the Scottish Government, the carbon categorisation at Project has been reviewed and the updated categorisations have been resubmitted to the Scottish Government. A detailed review of the carbon categorisation for all sub-projects will be carried out in the near future.	2	2	4	Low	***21/10/2026***	↔
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 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. More than 50% of Full Business Cases have now been approved. A further round of Green Book Training has been organised for PMO and MA staff August 2026.	3	1	3	Low	***21/10/2026***	↔
rsk 0004	24/01/2020	Open	Financial	Alignment with new / emerging policies and investment programmes	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. CAUSE: Programme Assembly exercise undertaken in 2013/14 under differing policy priorities. Dependencies on other agencies not managed. Additional requirements in carbon management. EFFECT: Reduced ability to access external funding aligned to new/emerging policy priorities and missed opportunities to leverage additional public/private sector investment.	G.	PMO-Head	PMO-Head	4	3	12	High	Treat	Commitments from Cabinet to contribute to new / emerging policy priorities including Inclusive Growth and Tackling Poverty. Government announcement in January 2020 of Clyde Mission, a new initiative of national importance which will include a number of City Deal projects within its geography. £10 million of funding for Clyde Mission projects announced in Summer 2020 with successful applicants confirmed Jan 2021. National Planning Framework 4 references Metro project as national priority. Clyde Mission was migrated to the GCR August 2023 to lead delivery. Transport Scotland's STPR2 Phase Two report has sifted in Metro project to progress to business case development. City Deal Community Benefits approach supports aspirations within Scottish Government's Community Wealth Building Bill. The UK Govt and Scottish Govt have invited GCR to develop a business case for a Regional Investment Zone which may provide further support to City Deal benefits realisation. IZ Strategic Outline Programme Business Case to be considered Nov 2025 Cabinet and if approved will see additional support for a number of City Deal projects including the Glasgow Airport Investment Area. NWF support requirements for Metro and action plan has now been agreed. First AMIDs workshop with NWF took place Jan 2026. NWF support requirements for Metro and action plan has now been agreed. Arrangements for how Regional Partners report their contribution and support with Benefits Realisation are currently being reviewed by the Regional Partnership Manager. New reporting arrangements will take affect from ***Q3 2026/27***. UKG Local Growth Fund aligned with City Deal Enabling Commercial Space programme.	3	1	3	Low	***21/10/2026***	↔
rsk 0002	24/01/2020	Open	Finance	Green Book Compliance	RISK: Inadequate implementation of Green Book methodology resulting in challenges to Business Case approvals made by CEG/Cabinet CAUSE: MAs submitting non-compliant BCs and external consultancies/PMO failure to appraise BC in compliance with Green Book. EFFECT: Loss of grant, further work on business cases, requirement to re-assess and approve existing Projects.	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. The PMO and the Intelligence Hub are currently reviewing the implications of the recent changes to the Green Book for our Business Case appraisal process. This includes assessing how the updated guidance affects the structure and content of the Five Case Model, new requirements around value for money assessment etc. The review will identify any necessary adjustments to existing templates, assurance processes and governance arrangements to ensure continued compliance with HM Treasury requirements and alignment with best practice appraisal standards. A Better Business Case refresher course was attended by the CD PMO team and MA participants on 4 August 2026. The session provided an opportunity to refresh knowledge and promote a consistent approach to Business Case development and appraisal across the programme.	2	1	2	Low	***21/10/2026***	↔

Risk Ref	Date Identified	Status	Primary Risk Category	Risk Title	Risk Description	Strategic Objective	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in period
rsk 0005	24/01/2020	Open	Financial / reputational	Governance procedures are not fit for purpose	RISK: Governance processes and procedures are not fit for purpose impacting on Gateway Review success CAUSE: Assurance Framework not providing full coverage of all governance requirements. PMO/MAs not complying with Framework. EFFECT: 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	3	2	6	Medium	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	*21/10/2026*	↔
rsk 0044	*26/10/2026*	*Open*	*Procurement/ Legal*	*Public Sector Reform in Scotland*	***RISK**: Procurement risk due to Public Sector Reform in Scotland* ***CAUSE**: Potential changes to public sector structures, responsibilities and governance arrangements arising from Public Sector Reform in Scotland. MAs adopting a cautious approach to commencing long-term procurements, uncertainty across the supply chain (particularly SMEs), more complex governance and decision-making across organisations (slowed decisions and blurred accountability), the need to re-justify major projects following organisational changes and gaps in procurement and project delivery capability.* ***EFFECT**: Delays to procurement and project delivery, increased costs, reduced market participation, uncertainty over responsibilities and accountability, and disruption to planned project implementation. These impacts could affect the delivery of GCRCD projects, achievement of programme objectives and compliance with Grant Agreement conditions.*	*N/A*	*PMO-Head*	*PMO-Head*	*4*	*3*	*12*	*High*	*Treat*	*Monitor developments in Scottish Public Sector Reform and assess their potential implications for GCRCD projects and procurement activity.* *Engage with MAs to identify potential impacts on planned and ongoing procurements.* *Review governance, decision-making and accountability arrangements where organisational changes affect project delivery.* *Identify potential procurement and capability gaps and coordinate support across the PMO and MAs.*	*2*	*1*	*2*	*Low*	*26/10/2026*	↔

Appendix 4: PROGRAMME ISSUES LOG

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

Issue Ref:	Date Raised	Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholders	Target / Timescale	Priority	Status	Date Checked	Date Closed
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	ISSUE: cost of energy and material cost impacted by international situations CAUSE: various international conflicts and unrest including the Ukrainian (gas, oil, price increases increasing construction material prices containing petro-carbons or are very energy-intensive to manufacture (such as steel, aluminium etc). Labour remains a significant driver of project costs, with increases to employers' National Insurance Contributions and the National Living Wage contributing to an expected 7.1% annual increase in the BCIS Labour Cost Index in 2Q2025. The index is forecast to increase overall by 16% through to 2Q2030. Disruption to flow of goods through Strait of Hormuz. EFFECT: 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. Evidence of inflation costs have now been approved for WDC, EDC, RC, SLC and GCC (partial - one of three projects) unlock reallocated funds. PMO is awaiting final changes to be made by NLC to its inflation fund submission. A small number of City Deal projects have received early warnings from their contractors. These are being addressed on a case-by-case basis including additional clauses being added to contracts to agree how any increased cost due to the flow of goods through the Strait of Hormuz will be addressed. Knowledge on potential mitigations is being shared via the Procurement Support Group meetings.	PMO / MA	Ongoing	Low	Open	***26/10/2026***	
is_0039	09/03/2021	Delivery	PMO-Director of Regional Economic Growth	PMO - Head of Programme Management Office	Lack of contractors/competition for contracts	Contractors can currently pick and choose what to bid for due to the growth and volume of construction market	ISSUE: Failure to secure interest in the Project from bidders and failure to retain bidders. CAUSE: Fewer bidders for future contracts and/or contractors' unwillingness to carry financial risk. Construction inflation costs impacting on tender costs/contractor appetite to bear financial risk. EFFECT: Lack of competition leading to higher cost. Increased Project cost (impact on NPV), delay in Project delivery.	Projects continue to mitigate challenging market conditions through early affordability clarity with bidders, soft market testing, and scope and specification refinement, including value engineering where required. Procurement lessons learned are actively managed through a standing agenda item at Procurement Support Group (PSG) with these informing the Risk Register and Issues Log updates for the period. Market intelligence confirms contractors retain significant leverage, with ongoing pressure to transfer risk to Member Authorities; mitigations include alternative procurement routes, negotiated procedures, revised contract clauses and improved specification clarity. Framework availability remains an issue for some MAs, requiring local alternatives in specific cases; however, no failed procurement exercises were reported in the latest quarter. Ongoing supplier engagement is undertaken by MAs with the City Deal contract pipeline updated and shared at the Supplier Development Programme Meet the Buyer event June 2026. ***The PMO facilitated a lessons learned exercise with Lead Officers and Procurement Support Group officers on the use of procurement frameworks on 22/10/26.***	PMO / MA	Ongoing	Low	Open	***26/10/2026***	
ISSUES CLOSED IN PERIOD														
None														

Appendix 5: PROGRAMME OUTPUTS REPORTING

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	4,038.00	4,226.00	**(40.99%)**	**(39.16%)**
Blue Green Infrastructure [sqm]	***10,000.00***	***349,367.92***	***268,724.00***	305,832.30	***(130.01%)***	***(114.24%)***
Bridges (Pedestrian/Cycle) and Underpasses (Enhanced) [no.]	0	4	4	4	**(100%)**	**(100%)**
Bridges (Pedestrian/Cycle) and Underpasses (New) [no.]	***1***	***5***	***5***	6	**(100%)**	***(83.33%)***
Bridges (Road/Rail) and Underpasses (Enhanced) [no.]	0	0	0	1	-	-
Bridges (Road/Rail) and Underpasses (New) [no.]	***1***	***7***	5	15	***(140%)***	***(46.67%)***
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	1.54	2.53	2.53	**(60.79%)**	**(60.79%)**
Cycle Routes (segregated) (New) [km]	0.00	27.51	31.14	42.21	**(88.34%)**	**(65.17%)**
Cycle Routes (shared) (Enhanced) [km]	0.00	0.05	0.04	1.99	**(125%)**	**(2.51%)**
Cycle Routes (shared) (New) [km]	0.00	6.48	23.59	30.45	**(27.48%)**	**(21.28%)**
Development Platform (Gross External Area) [sqm]	0.00	0.00	0.00	15,700.00	-	-
Dredging [cbm]	0.00	445,135.00	445,135.00	445,135.00	**(100%)**	**(100%)**
Financial, Professional and Other Services (Class 2) (New) [sqm]	0.00	0.00	0.00	0.00	-	-
General Industrial (Class 5) (Enhanced) [sqm]	0.00	0.00	2,648.00	2,648.00	**(0%)**	-
Ground Remediation [cbm]	0.00	1,191,289.75	1,200,010.50	1,200,011.50	**(99.27%)**	**(99.27%)**
Junctions / Crossings (Enhanced) [no.]	0	74	101	136	**(73.27%)**	**(54.41%)**
Junctions / Crossings (New) [no.]	***2***	***19***	16	34	***(118.75%)***	***(55.88%)***
Lighting (Enhanced) [no.]	0	132	86	216	**(153.49%)**	**(61.11%)**
Lighting (New) [no.]	0	110	97	254	**(113.4%)**	**(43.31%)**
Non-residential Institutions [Class 10] (Enhanced) [No.]	0	3	1	4.00	**(300%)**	**(75%)**
Non-residential Institutions [Class 10] (New) [No.]	0	3	0	5.00	-	**(60%)**

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)
Non-residential Institutions [Class 10] [sqm]	0.00	10,988.00	13,099.00	13,099.00	**(83.88%)**	**(83.88%)**
Parking spaces (Enhanced) [no.]	***6***	***6***	***6***	6	***(100%)***	***(100%)***
Parking spaces (New) [no.]	***64***	***799***	***297***	919	***(269.02%)***	***(86.94%)***
Parking Spaces for Bikes [no.]	***20***	***44***	***90***	114	***(48.89%)***	***(38.6%)***
Parking spaces for Electric Vehicles' (Evs) Charging [no.]	***8***	***105***	***38***	138	***(276.32%)***	***(76.09%)***
Pedestrian Routes (Enhanced) [km]	0.00	5.57	19.54	15.36	**(28.48%)**	**(36.24%)**
Pedestrian Routes (New) [km]	***2.10***	***44.63***	36.37	40.69	***(122.7%)***	***(109.67%)***
Public Realm (Enhanced) [Ha]	0.00	13.76	19.17	21.47	**(71.79%)**	**(64.1%)**
Public Realm (New) [Ha]	0.00	22.49	29.71	27.55	**(75.7%)**	**(81.64%)**
Quay/Dock/Pontoon (Enhanced) [m]	0.00	650.00	650.00	650.00	**(100%)**	**(100%)**
Quay/Dock/Pontoon (New) [m]	0.00	***320.00***	***320.00***	***320.00***	**(100%)**	**(100%)**
Rail Stations (Enhanced) [no.]	0	0	0	0	-	-
Rail Stations (New) [no.]	***1.00***	***1.00***	***1.00***	1.00	***(100%)***	***(100%)***
Railtrack (Enhanced) [km]	0.00	0.00	0.00	0.00	-	-
Railtrack (New) [km]	0.00	0.00	0.00	0.00	-	-
Road (Enhanced) [Km]	***1.38***	***15.93***	28.56	39.08	***(55.77%)***	***(40.75%)***
Road (New) [Km]	***0.56***	***16.21***	21.16	35.90	***(76.61%)***	***(45.16%)***
Trees [no.]	0	94	24	1,444	**(391.67%)**	**(6.51%)**
Visitor centres (New) (FS_13) [no.]	0	0	0	0	-	-

Table 5.2: <u>Outputs</u> Changes in period

MA	PROJECT	Output Reference	Benefit Output/Outcome	Estimated Project Benefit by 2035	Project Benefits Delivered by 2029	Outputs delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
ERC	Aurs Road	TR_13_CD	Bridges (Road/Rail) and Underpasses (New) [no.]	1	1	1	1	Complete	Additional 1 Bridge reported in this period bringing the cumulative to date from 0 to 1 following road completion.
ERC	Aurs Road	TR_08_CD	Junctions / Crossings (New) [no.]	2	2	2	2	Complete	Additional 2 Junctions reported in this period bringing the cumulative to date from 0 to 2 following road completion.
ERC	Aurs Road	TR_10_CD	Pedestrian Routes (New) [km]	2.10	2.10	2.10	2.10	Complete	Additional 2.1km Pedestrian Routes reported in this period bringing the cumulative to date from 0 to 2.1km following road completion.
ERC	Aurs Road	TR_15_CD	Road (Enhanced) [Km]	1.38	1.38	1.38	1.38	Complete	Additional 1.38km Road enhanced reported in this period bringing the cumulative to date from 0 to 1.38km following road completion.
ERC	Aurs Road	TR_14_CD	Road (New) [Km]	0.56	0.56	0.56	0.56	Complete	Additional 0.56km Road new reported in this period bringing the cumulative to date from 0 to 0.56km following road completion.
ERC	New Railway Station	ENV_01_CD	Blue Green Infrastructure [sqm]	10,000.00	10,000.00	10,000.00	10,000.00	Complete	Additional 10,000m^2 Blue and Green Infrastructure reported in this period bringing the cumulative to date from 0 to 10,000m^2 following new station completion.
ERC	New Railway Station	TR_12_CD	Bridges (Pedestrian/Cycle) and Underpasses (New) [no.]	1	1	1	1	Complete	Additional 1 Bridge reported in this period bringing the cumulative to date from 0 to 1 following new station completion.
ERC	New Railway Station	TR_19_CD	Parking Spaces for Bikes [no.]	20	20	20	20	Complete	Additional 20 Parking spaces for bikes reported in this period bringing the cumulative to date from 0 to 20 following new station completion.
ERC	New Railway Station	TR_18_CD	Parking spaces for Electric Vehicles' (Evs) Charging [no.]	8	8	8	8	Complete	Additional 8 EV Parking Spaces reported in this period bringing the cumulative to date from 0 to 8 following new station completion.
ERC	New Railway Station	TR_17_CD	Parking spaces (Enhanced) [no.]	6	6	6	6	Complete	Additional 6 enhanced Parking spaces reported in this period bringing the cumulative to date from 0 to 6 following new station completion.
ERC	New Railway Station	TR_16_CD	Parking spaces (New) [no.]	64	64	64	64	Complete	Additional 64 new Parking Spaces reported in this period bringing the cumulative to date from 0 to 64 following roa new station completion.
ERC	New Railway Station	TR_03_CD	Rail Stations (New) [no.]	1	1	1	1	Complete	Additional 1 Railway Station reported in this period bringing the cumulative to date from 0 to 1 following new station completion.

Appendix 6: PROGRAMME OUTCOMES REPORTING

Table 6.1 Outcomes Reporting by Category

Outcomes	Outcomes 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	4,211	7,178	7,178	**(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]	1.90	15.71	32.60	32.60	**(48.19%)**	**(48.19%)**
Ground Remediation [cbm]	0.00	300,000.00	300,000.00	300,000.00	**(100%)**	**(100%)**
Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	***1.92***	***878.10***	533.34	1,127.96	***(164.64%)***	***(77.85%)***
Total Area of Opportunity Sites [Ha]	***1.89***	***766.14***	366.19	896.22	***(209.22%)***	***(85.49%)***
Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register [Ha]	0.00	67.04	87.87	277.56	**(76.3%)**	**(24.15%)**
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	270.00	20,270.00	38,822.00	**(1.33%)**	**(0.7%)**
Food and Drink (Class 3) [sqm]	0.00	0.00	0.00	2,725.00	-	-
Business (Class 4) [sqm]	0.00	126,941.00	102,654.89	459,222.14	**(123.66%)**	**(27.64%)**
Development Platform (Gross External Area) [sqm]	0.00	0.00	0.00	101,200.00	-	-
General Industrial (Class 5) [sqm]	***206.00***	***65,710.00***	56,667.11	499,497.63	***(115.96%)***	***(13.16%)***
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	0.00	-	-
Residential (Houses and Flats) (Class 9) [sqm]	***20,570.00***	***860,256.35***	834,195.00	2,073,435.00	***(103.12%)***	***(41.49%)***
Non-residential Institutions [Class 10] [sqm]	0.00	30,669.00	30,669.00	31,269.00	**(100%)**	**(98.08%)**
Assembly and Leisure (Class 11) [sqm]	0.00	0.00	1,013.80	7,557.00	-	-

Outcomes	Outcomes 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)
Sui Generis [sqm]	0.00	0.00	0.00	520.00	-	-
Visitor centres (New) [no.]	0	0	0	0	-	-
Visitors to the visitor centre [no.]	0	0	0	0	-	-
Residential Units (HLAA2018.CAPACITY) (New) [no.]	***192***	***12,536***	11,423	26,634	***(109.74%)***	***(47.07%)***
Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	***170***	***6,346***	5,858	13,400	***(108.33%)***	***(47.36%)***
Affordable Housing Units (HLAA TENURE.INT) (New) [no.]	0	791	1,243	1,032	**(63.64%)**	**(76.65%)**
Social Housing Units (HLAA TENURE.SR) (New) [no.]	***0***	761	460	739	**(165.43%)**	**(102.98%)**

Table 6.2: Outcomes Changes in period

MA	PROJECT	Outcome Reference	Benefit Output/Outcome	Estimated Project Benefit by 2035	Estimated Project Benefits Delivered by Gateway Review 3 (2029)	Outcomes delivered within Reporting Period	Cumulative Benefit Delivered to Date	Benefits Status RAG	Comments
ERC	New Railway Station	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	471	362	3	221	Green	Additional 3 Private Housing units reported in this period bringing the cumulative to date from 218 to 221
ERC	New Railway Station	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	559	450	3	290	Green	Additional 3 Residential units reported in this period bringing the cumulative to date from 287 to 290
NLC	Gartcosh/Glenboig	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	118,800.00	52,800.00	2,200.00	108,600.00	Green	Additional 2,200m^2 of Residential floorspace reported in this period bringing the cumulative to date from 106,400m^2 to 108,600m^2
NLC	Gartcosh/Glenboig	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,188	528	22	1,086	Green	Additional 22 Residential units reported in this period bringing the cumulative to date from 1,064 to 1,086
NLC	Gartcosh/Glenboig	LU_02_FO	Total Area of Opportunity Sites [Ha]	49.46	23.06	1.89	56.92	Green	Additional 1.89Ha Total Area of opportunity sites reported in this period bringing the cumulative to date from 55.03Ha to 56.92Ha
NLC	Gartcosh/Glenboig	LU_01_FO	Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	53.95	27.54	1.89	56.92	Green	Additional 1.89Ha Total Area of opportunity sites reported in this period bringing the cumulative to date from 55.03Ha to 56.92Ha
RC	CWRR	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	219,310.00	54,120.00	0.00	50,641.35	Green	MA error on reporting *Cumulative Benefit Delivered to Date* to date in Q1
RC	CWRR	LU_01_FO	Total Area reclaimed, (re)developed or assembled as a result of the project [Ha]	35.00	8.00	0.03	17.67	Green	Additional 0.03Ha Total Area of opportunity sites reported in this period bringing the cumulative to date from 17.64Ha to 17.67Ha
SLC	Greenhills Road	FS_05_FO	General Industrial (Class 5) [sqm]	188,404.00	2,500.00	206.00	8,508.00	Green	Additional 206m^2 of General Industrial reported in this period bringing the cumulative to date from 8,302m^2 to 8,508m^2
SLC	CGA - Hamilton	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,800	860	61	1,275	Green	Additional 3 Private Housing Units reported in this period bringing the cumulative to date from 1,214 to 1,275
SLC	CGA - Hamilton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	214,500.00	102,300.00	6,710.00	155,650.00	Green	Additional 6,710m^2 of Residential floorspace reported in this period bringing the cumulative to date from 148,940m^2 to 155,650m^2
SLC	CGA - Hamilton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,950	930	61	1,415	Green	Additional 61 Residential units reported in this period bringing the cumulative to date from 1,354 to 1,415
SLC	CGA - East Kilbride	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	2,044.00	1,404.00	73.00	1,291.00	Green	Additional 73 Private Housing units reported in this period bringing the cumulative to date from 1,218 to 1,291
SLC	CGA - East Kilbride	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	290,840.00	183,040.00	8,030.00	150,810.00	Green	Additional 8,030m^2 of Residential floorspace reported in this period bringing the cumulative to date from 142,780m^2 to 150,810m^2
SLC	CGA - East Kilbride	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	2,644.00	1,664.00	73.00	1,371.00	Green	Additional 73 Residential units reported in this period bringing the cumulative to date from 1,298 to 1,371
SLC	CGA - Newton	ENV_04_FO	Private Housing Units (HLAA TENURE.PRIV) (New) [no.]	1,500.00	900.00	33.00	1,310.00	Green	Additional 33 Private Housing units reported in this period bringing the cumulative to date from 1,277 to 1,310
SLC	CGA - Newton	FS_09_FO	Residential (Houses and Flats) (Class 9) [sqm]	165,000.00	99,000.00	3,630.00	144,100.00	Green	Additional 3,630m^2 of Residential floorspace reported in this period bringing the cumulative to date from 140,470m^2 to 144,100m^2
SLC	CGA - Newton	HOUS_01_FO	Residential Units (HLAA2018.CAPACITY) (New) [no.]	1,500.00	900.00	33.00	1,310.00	Green	Additional 33 Private Housing units reported in this period bringing the cumulative to date from 1,277 to 1,310

Table 6.3 City Deal Contract and Community Benefit Model Summary

GCR City Deal Contract Summary to Q2 2026/27 (up to 30 September 2026)						
Total City Deal Contract Awards	**Under £50,000**		**Over £50,000**	**Total (ALL)**	**Previous Reporting Period Totals**	**Difference in Period**
Number of In Development Pipeline Contracts	0		9	9	10	***-1***
Value of In Development Pipeline Contracts	£0		£221,550,001	£221,550,001	£206,450,001	***£15,100,000***
Number of Contracts On Hold	0		2	2	2	***0***
Value of Contracts On Hold	£0		£3,750,000	£3,750,000	£3,750,000	***£0***
Number of Contracts Currently Tendered	0		1	1	1	***0***
Value of Contracts Currently Tendered	£0		£150,000	£150,000	£150,000	***£0***
Number of In Progress Contracts	11		50	61	56	***5***
Value of In Progress Contracts	£244,843		£163,102,641	£163,347,484	£139,766,182	***£23,581,302***
Number of Completed Contracts	297		193	490	490	***0***
Value of Completed Contracts	£5,117,870		£418,106,293	£423,224,163	£423,224,163	***£0***
Total Number of Contracts Awarded	308		243	551	546	***5***
Total Value of Contracts Awarded	£5,362,713		£581,208,934	£586,571,647	£562,990,345	***£23,581,302***
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	25		184	209	207	***2***
Value with Contractual Community Benefit	£712,325		£562,454,541	£563,166,866	539,748,160	***£23,418,706***
Number with Voluntary Community Benefit	31		15	46	43	***3***
Value with Voluntary Community Benefit	£689,680		£5,587,669	£6,277,349	6,114,753	***£162,596***
Number with No Community Benefit	252		44	296	296	***0***
Value with No Community Benefit	£3,960,708		£13,166,724	£17,127,432	17,127,432	***£0***
Number of 'In Progress' Contracts with No Community Benefit	4		3	7	7	***0***
Value of 'In Progress' Contracts with No Community Benefit	£98,520		£725,304	£823,824	£823,824	***£0***
Tier 1 Supplier Contract Awards	**Number**	**Value**	**% of Total Number**	**% of Total Value**	**Previous Reporting Period % of Total Value**	**% of total value - Difference in Period**
Contracts Awarded to Local Company	290	£186,886,358	52.6%	31.9%	33.2%	**-1.3%**
Contracts Awarded to an SME	148	£85,601,795	26.9%	14.6%	15.2%	**-0.6%**
Contracts Awarded to a Local SME	97	£54,525,287	17.6%	9.3%	9.7%	**-0.4%**

Table 6.4 Community Benefit Outcomes by each Authority by Category

City Deal Community Benefit Summary to Q2 2026/27 (up to 30 September 2026)																			
Community Benefit Delivery by Category (Cumulative)	**Member Authority**	**Total (excl. substituted & abandoned)**	**Committed this Period**	**Total Number**	**Committed this Period**	**Benefits Delivered**	**Benefits Delivered this Period**	**Benefits In Progress**	**Benefits In Progress This Period**	**Benefits Not Started**	**Benefits Not Started this Period**	**Benefits Not Delivered**	**Benefits Not Delivered this Period**	**Benefits Substituted**	**Benefits Substituted this Period**	**Overdue Benefits**	**Benefits Overdue this Period**	**Abandoned Benefits**	**Benefits Abandoned this Period**
Targeted Recruitment & Employment	EDC	5	0	5	0	0	0	4	0	1	0	0	0	0	0	0	0	0	0
	ERC	19	0	19	0	13	0	6	0	0	0	0	0	0	0	0	0	0	0
	GCC	163	0	176	0	139	0	13	-3	0	0	4	0	13	0	4	3	0	0
	GCR	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
	IC	23	0	23	0	23	0	0	0	0	0	0	0	0	0	0	0	0	0
	NLC	31	0	34	0	27	0	1	0	1	-1	0	0	3	0	2	0	0	0
	PMO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	RC	49	5	51	5	44	0	5	5	0	0	0	0	2	0	0	0	0	0
	SLC	96	0	104	0	62	0	0	0	32	0	2	0	8	0	0	0	0	0
	WDC	5	0	5	0	2	0	3	0	0	0	0	0	0	0	0	0	0	0
	Total	**392**	**5**	**418**	**5**	**310**	**0**	**32**	**2**	**35**	**-1**	**6**	**0**	**26**	**0**	**6**	**3**	**0**	**0**
Targeted Skills & Training	EDC	107	3	107	3	35	0	48	0	24	3	0	0	0	0	0	0	0	0
	ERC	100	10	103	11	83	0	17	10	0	0	0	0	0	0	0	0	3	1
	GCC	459	1	548	1	335	2	35	-15	0	0	42	0	85	0	22	15	4	0
	GCR	14	0	15	0	7	0	7	0	0	0	0	0	1	0	0	0	0	0
	IC	6	0	10	0	3	0	0	0	0	0	3	0	4	0	0	0	0	0
	NLC	182	7	223	8	117	1	8	8	21	-4	11	1	17	1	21	0	24	0
	PMO	3	0	4	0	2	0	0	0	0	0	1	0	1	0	0	0	0	0
	RC	82	1	82	1	82	1	0	0	0	0	0	0	0	0	0	0	0	0
	SLC	144	0	148	0	69	0	0	0	74	0	1	0	4	0	0	0	0	0
	WDC	34	0	34	0	26	0	0	0	8	0	0	0	0	0	0	0	0	0
	Total	**1131**	**22**	**1274**	**24**	**759**	**4**	**115**	**3**	**127**	**-1**	**58**	**1**	**112**	**1**	**43**	**15**	**31**	**1**
Qualifications	ERC	12	0	12	0	12	0	0	0	0	0	0	0	0	0	0	0	0	0
	GCC	58	0	60	0	56	0	0	0	0	0	2	0	2	0	0	0	0	0
	NLC	4	0	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	RC	64	0	66	0	64	0	0	0	0	0	0	0	2	0	0	0	0	0
	SLC	77	0	80	0	77	0	0	0	0	0	0	0	3	0	0	0	0	0
	WDC	2	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	Total	**217**	**0**	**224**	**0**	**215**	**0**	**0**	**0**	**0**	**0**	**2**	**0**	**7**	**0**	**0**	**0**	**0**	**0**
Community Engagement Non Financial Support	EDC	4	0	4	0	0	0	3	0	1	0	0	0	0	0	0	0	0	0
	ERC	28	0	28	0	12	0	16	0	0	0	0	0	0	0	0	0	0	0
	GCC	109	0	118	0	101	6	1	-1	0	0	4	0	8	0	2	1	1	0
	GCR	3	0	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0
	PMO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	IC	4	0	4	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0
	NLC	33	-3	80	0	27	0	0	0	5	0	0	0	27	0	1	-3	20	3
	RC	54	41	54	41	13	0	41	41	0	0	0	0	0	0	0	0	0	0
	SLC	6	1	7	1	4	0	1	1	0	0	1	0	1	0	0	0	0	0
	WDC	12	0	12	0	10	0	1	0	1	0	0	0	0	0	0	0	0	0
	Total	**253**	**39**	**310**	**42**	**174**	**6**	**63**	**41**	**7**	**0**	**5**	**0**	**36**	**0**	**3**	**-2**	**21**	**3**
Supply Chain Development	ERC	9	0	9	0	8	0	1	0	0	0	0	0	0	0	0	0	0	0
	GCC	54	0	61	0	46	1	4	0	0	0	4	0	5	0	0	0	2	0
	IC	1	0	2	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0
	NLC	5	-1	6	0	5	0	0	0	0	-1	0	0	1	1	0	0	0	0
	GCR	2	0	2	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0
	PMO	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	RC	25	0	27	0	25	0	0	0	0	0	0	0	2	0	0	0	0	0
	SLC	17	1	17	1	7	1	0	0	8	0	2	0	0	0	0	0	0	0
	Total	**114**	**0**	**125**	**1**	**92**	**2**	**6**	**0**	**9**	**-1**	**7**	**0**	**9**	**1**	**0**	**0**	**2**	**0**
Fair Work First	ERC	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	Total	**1**	**0**	**1**	**0**	**0**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Community Engagement Financial Support (minimum £1K)	EDC	18	0	18	0	1	0	15	0	2	0	0	0	0	0	0	0	0	0
	ERC	18	0	18	0	17	0	1	0	0	0	0	0	0	0	0	0	0	0
	GCC	131	0	135	0	125	0	5	0	0	0	0	0	4	0	0	0	0	0
	IC	3	0	4	0	1	0	0	0	0	0	2	0	1	0	0	0	0	0
	NLC	30	5	30	5	21	0	0	0	8	5	0	0	0	0	0	0	0	0
	RC	17	0	17	0	17	0	0	0	0	0	0	0	0	0	0	0	0	0
	SLC	12	1	12	1	10	0	1	1	1	0	0	0	0	0	0	0	0	0
	WDC	8	0	8	0	4	0	0	0	4	0	0	0	0	0	0	0	0	0
	Total	**237**	**6**	**242**	**6**	**196**	**0**	**22**	**1**	**15**	**5**	**2**	**0**	**5**	**0**	**0**	**0**	**0**	**0**
Total - Non Financial Interventions	**City Deal**	**2108**	**66**	**2352**	**72**	**1550**	**12**	**217**	**46**	**178**	**-3**	**78**	**1**	**190**	**2**	**52**	**16**	**54**	**4**
Total - All Interventions	**City Deal**	**2345**	**72**	**2,594**	**78**	**1746**	**12**	**239**	**47**	**193**	**2**	**80**	**1**	**195**	**2**	**52**	**16**	**54**	**4**

Appendix 7: ACTUAL AND FORECAST SPEND VS GRANT INCOME AND BUSINESS CASE APPROVALS AS AT *Q2 2026/27*

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 £	2026/27 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 2026/27 from PSR £	Cumulative Projected City Deal Spend to Close 2027/28 from PSR £	Cumulative Grant Distributed to Current Quarter 2026/27 £	Grants Received but not Distributed to Current Quarter 2026/27 £	Total Funding Permitted from Approved Business Cases £	Total Funding Available from City Deal Government Grants £
Levern Works	911,606	0	0	900,000	911,606	911,606	911,606	0	911,606	0	911,606			911,606	786,867
Levern Valley Access Balgray Link	168,952	0	0	0	152,919	168,952	168,952	0	168,952	0	168,952			173,000	131,994
Greenlaw Business Centre	5,755,000	119,000	33,000	2,800,000	5,603,000	5,603,000	5,603,000	0	5,603,000	0	5,603,000			5,603,000	4,836,319
Barrhead South Access PH1 - Balgraystone Road	4,286,721	0	866,339	1,400,000	3,442,568	3,420,382	3,420,382	0	3,420,382	0	3,420,382			3,442,568	2,971,507
Barrhead South Access PH2 - Balgray Train Station	18,300,000	0	0	11,500,000	18,370,071	18,300,000	13,157,000	512,000	13,669,000	5,143,000	18,300,000			18,300,000	15,856,420
Aurs Road	29,974,113	9,135,984	8,118,293	21,800,000	12,719,836	12,719,836	12,719,836	0	12,719,836	0	12,719,836			12,719,836	10,979,329
Dams to Darnley Visitor Centre	4,272,000	1,472,000	0	5,600,000	2,800,000	2,800,000	1,041,000	31,000	1,072,000	100,000	2,770,000			170,130	2,416,865
Commercial Space	5,759,548	0	0	0	5,759,548	5,759,548	15,000	19,000	34,000	405,000	3,747,000			347,000	5,759,548
Robertson Street Industrial Units	1,459,548	0	0	0	1,459,548	1,459,548	0	0	0	105,000	1,425,000			89,000	1,459,548
Crossmill Industrial Units	4,300,000	0	0	0	4,300,000	4,300,000	15,000	19,000	34,000	300,000	2,322,000			258,000	4,300,000
Total East Renfrewshire	**69,427,940**	**10,726,984**	**9,017,632**	**44,000,000**	**49,759,548**	**49,683,324**	**37,036,776**	**562,000**	**37,598,776**	**5,648,000**	**47,640,776**	**24,999,991**	**-**	**41,667,140**	**43,738,849**
Glasgow Canal and North (Sighthill)	196,812,199	19,491,000	77,878,000	83,690,000	99,443,199	99,443,199	93,443,000	44,000	93,487,000	3,682,000	99,031,000			93,503,872	87,219,494
Glasgow City Centre	151,831,000	23,406,000	5,000,000	115,520,000	123,425,000	123,425,000	52,817,000	7,762,000	60,579,000	33,200,000	104,717,000			75,233,000	107,617,929
Glasgow Clyde and Waterfront	123,900,128	2,999,000	17,000	113,900,000	121,141,710	120,884,128	63,479,000	1,068,000	64,547,000	14,392,000	100,108,120			64,525,366	105,556,310
Glasgow Collegelands	31,782,000	4,782,000	0	27,000,000	27,000,000	27,000,000	8,774,000	624,000	9,398,000	5,688,000	21,776,000			7,148,000	23,305,480
Glasgow MGSDP	50,783,673	8,480,000	2,146,000	45,800,000	40,157,673	40,157,673	35,586,000	0	35,586,000	3,590,000	39,938,000			36,041,000	34,662,735
Commercial Space	20,562,712	4,638,148	0	0	15,924,564	15,924,564	0	1,971,017	1,971,017	5,921,389	9,788,852			7,123,564	15,924,564
The Lighthouse	2,000,000	0	0	0	2,000,000	2,000,000	0	0	0	1,000,000	2,000,000			120,000	2,000,000
Clyde Waterfront Innovation Campus	7,362,712	0	0	0	7,362,712	7,362,712	0	0	0	0	1,227,000			442,000	7,363,000
Xworks - RED Dalmarnock	11,200,000	4,638,148	0	0	6,561,852	6,561,852	0	1,971,017	1,971,017	4,921,389	6,561,852			6,561,564	6,561,564
Total Glasgow	**575,671,712**	**63,796,148**	**85,041,000**	**385,910,000**	**427,092,146**	**426,834,564**	**254,099,000**	**11,469,017**	**265,568,017**	**66,473,389**	**375,358,972**	**203,156,766**	**-**	**283,574,802**	**374,286,512**
Inchgreen	9,770,000	43,000	0	9,427,000	9,727,000	9,727,000	9,727,000	0	9,727,000	0	9,727,000			9,727,000	8,396,015
Inchgreen Pase 2	4,654,622	1,610,000	0	0	3,044,622	3,044,622	0	0	0	3,044,622	3,044,622			3,044,000	3,044,622
Inverkip	4,150,000	0	0	3,777,000	4,150,000	4,150,000	4,124,000	18,000	4,142,000	26,000	4,150,000			4,150,000	3,582,139
Ocean Terminal	19,954,000	9,700,000	0	14,214,000	10,438,000	10,254,000	10,254,000	0	10,254,000	0	10,254,000			10,438,000	10,438,000
Commercial Space	13,127,510	2,000,000	0	0	11,127,510	11,127,510	0	0	0	110,000	795,000			667,000	11,127,510
Crescent St (New Build)	3,000,000	0	0	0	3,000,000	3,000,000	0	0	0	50,000	500,000			180,000	3,000,000
Kelburn (New Build)	6,000,000	2,000,000	0	0	4,000,000	4,000,000	0	0	0	60,000	120,000			240,000	4,000,000
Ingleston Park (Refurbishment)	500,000	0	0	0	500,000	500,000	0	0	0	0	50,000			30,000	500,000
Inchgreen (New Build)	3,627,510	0	0	0	3,627,510	3,627,510	0	0	0	0	125,000			217,651	3,627,510
Total Inverclyde	**51,656,132**	**13,353,000**	**0**	**27,418,000**	**38,487,132**	**38,303,132**	**24,105,000**	**18,000**	**24,123,000**	**3,180,622**	**27,970,622**	**18,428,350**	**-**	**28,026,000**	**36,588,286**
					0										
North Lanarkshire A8/M8	6,478,521	0	0	12,587,000	6,478,521	6,478,521	1,052,000	40,000	1,092,000	1,263,000	4,366,000			1,199,000	5,592,039
Eurocentral Access Infrastructure	4,278,521	0	0		4,278,521	4,278,521	940,000	40,000	980,000	1,263,000	4,254,000			1,115,000	3,693,074
Orchard Farm Roundabout	2,200,000	0	0		2,200,000	2,200,000	112,000	0	112,000	0	112,000			84,000	1,898,965
North Lanarkshire Gartcosh/Glenboig	6,223,205	0	0	66,311,000	6,223,205	6,223,205	6,223,205	0	6,223,205	0	6,223,205			6,223,204	5,371,659
North Lanarkshire Pan Orbital Transport Corridor	264,879,876	0	93,831,000	93,565,000	171,048,876	171,048,876	56,377,792	1,344,000	57,721,792	5,462,000	86,433,792			78,689,826	149,188,092
East Airdrie Link Road (EALR)	185,308,810	0	89,306,000		96,002,810	96,002,810	13,675,000	681,000	14,356,000	2,757,000	21,513,000			20,601,000	84,410,884
Motherwell Town Centre Transport Interchange (MTCTI)	3,808,792	0	0		3,808,792	3,808,792	3,808,792	0	3,808,792	0	3,808,792			3,808,792	3,287,620
Ravenscraig Infrastructure Access (RIA)	75,762,274	0	4,525,000		71,237,274	71,237,274	38,894,000	663,000	39,557,000	2,705,000	61,112,000			42,992,034	61,489,588
Commercial Space	13,296,869	2,009,267	0	0	11,287,602	11,287,602	164,093	2,254,917	2,419,010	3,185,614	7,249,707			3,236,457	11,287,602
Total North Lanarkshire	**290,878,471**	**2,009,267**	**93,831,000**	**172,463,000**	**195,038,204**	**195,038,204**	**63,817,090**	**3,638,917**	**67,456,007**	**9,910,614**	**104,272,704**	**53,829,254**	**-**	**89,348,487**	**171,439,391**
Renfrewshire CWRR	117,748,480	1,791,000	16,834,000	78,290,000	99,123,807	99,123,480	99,123,480	0	99,123,480	0	99,123,480			99,123,807	86,721,715
Renfrewshire GAIAR	48,065,520	5,317,000	3,700,000	51,395,000	39,049,000	39,048,520	39,048,520	0	39,048,520	0	39,048,520			39,049,000	33,705,767
Commercial Space	12,187,807	3,700,000	0	0	8,487,807	8,487,807	24,253	10,150	34,403	485,015	8,487,807			509,000	8,487,807
Total Renfrewshire	**178,001,807**	**10,808,000**	**20,534,000**	**129,685,000**	**146,660,614**	**146,659,807**	**138,196,253**	**10,150**	**138,206,403**	**485,015**	**146,659,807**	**99,506,460**	**-**	**138,681,807**	**128,915,289**
South Lanarkshire Cathkin Relief Road	16,000,168	0	0	21,628,457	16,028,457	16,000,168	15,684,667	88,374	15,773,041	88,374	16,000,168			16,028,000	13,835,218
South Lanarkshire Council Community Growth Areas	126,651,224	41,150,776	27,060,637	62,300,000	58,970,000	58,439,811	36,220,737	1,275,409	37,496,146	19,875,942	58,424,757			56,967,000	50,900,895
South Lanarkshire Greenhills	35,950,000	2,520,000	1,400,000	23,088,011	32,030,241	32,030,000	32,030,000	0	32,030,000	0	32,030,000			32,030,230	27,647,413
South Lanarkshire Stewartfield Way	30,000,000	0	0	62,212,230	30,000,000	30,000,000	1,115,688	983,735	2,099,423	1,500,000	17,115,688			4,705,500	25,894,978
East Kilbride Town Centre	50,300,000	0	7,024,081	0	43,275,919	43,275,919	1,687,406	1,062,935	2,750,341	5,000,000	28,165,954			3,220,000	38,869,862
Commercial Space	20,438,919	9,363,000	0	0	11,075,919	11,075,919	0	0	0	5,812,919	11,037,919			-	11,075,919
Cathcart Road	2,075,919	963,000	0	0	1,112,919	1,112,919	0	0	0	1,112,919	1,112,919			-	1,112,919
Red Tree Labs	17,400,000	8,400,000	0	0	9,000,000	9,000,000	0	0	0	4,500,000	9,000,000			-	9,000,000
Retrofit Industrial Unit	963,000	0	0	0	963,000	963,000	0	0	0	200,000	925,000			-	963,000
Total South Lanarkshire	**279,340,311**	**53,033,776**	**35,484,718**	**169,228,698**	**191,380,536**	**190,821,817**	**86,738,498**	**3,410,453**	**90,148,951**	**32,277,235**	**162,774,486**	**73,181,944**	**-**	**112,950,730**	**168,224,285**
West Dunbartonshire -EXXON	47,874,665	0	18,151,823	27,897,000	29,722,842	29,722,842	28,579,879	1,142,963	29,722,842	1,142,963	29,722,842			29,722,842	25,905,582
Commercial Space	1,825,842	0	0	0	1,825,842	1,825,842	0	0	0	1,825,842	1,825,842			66,000	1,825,842
Total West Dunbartonshire	**49,700,507**	**0**	**18,151,823**	**27,897,000**	**31,548,684**	**31,548,684**	**28,579,879**	**1,142,963**	**29,722,842**	**2,968,805**	**31,548,684**	**16,827,681**	**-**	**29,788,842**	**27,731,424**
Airport Link	2,933,550	0	0	144,294,000	2,933,550	2,933,550	2,933,550	0	2,933,550	0	2,933,550	**2,933,550**	-	2,933,550	2,933,550
Clyde Metro	12,375,450	160,000	0	0	12,215,450	12,215,450	3,126,011	1,775,989	4,902,000	5,009,712	12,215,450	**4,509,011**	-	12,215,450	12,215,450
New Regional Project(s)	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-
Inflation Fund Projects	0	0	0	0	0	0	0	0	0	0	0	-	-	-	-
EDC - Place and Growth	46,771,081	826,000	9,100,598	30,000,000	36,844,482	36,844,483	9,012,001	3,821,030	12,833,031	27,628,390	36,826,574			36,844,482	31,963,482
A803	899,209	0	0	700,000	899,209	899,209	899,209	0	899,209	0	899,209			899,209	780,086
Bishopbriggs Town Centre	4,687,233	0	0	3,900,000	4,687,233	4,687,233	766,991	434,881	1,201,872	3,716,150	4,669,324			4,687,233	4,066,288
Westerhill	41,184,639	826,000	9,100,598	25,400,000	31,258,040	31,258,041	7,345,801	3,386,149	10,731,950	23,912,240	31,258,041			31,258,040	27,117,108
Commercial Space	1,963,482	0	0	0	1,963,482	1,963,482	20,770	0	20,770	262,709	325,488			117,000	1,963,482
Total East Dunbartonshire	**48,734,563**	**826,000**	**9,100,598**	**30,000,000**	**38,807,964**	**38,807,965**	**9,032,771**	**3,821,030**	**12,853,801**	**27,891,099**	**37,152,062**	**7,626,993**	**-**	**36,961,482**	**33,926,964**
TOTAL INFRASTRUCTURE	**1,558,720,443**	**154,713,175**	**271,160,771**	**1,130,895,698**	**1,133,923,828**	**1,132,846,497**	**647,664,828**	**25,848,520**	**673,513,347**	**153,844,491**	**948,527,113**	**505,000,000**	**15,000,000**	**776,148,290**	**1,000,000,000**

Appendix 8: GRANT CLAIMS AND APPROVED FUNDING VS TOTAL AVAILABLE FUNDING AT QUARTER *2 2026/27*

Infrastructure Authority/Project	Projected Cumulative Spend £	Cumulative Projected Spend to Close 2027/28 £	Grant Allocation Cumulative to Date £	Previous Years Total Claim £	Q1 Claim to end June 2026 £	Q2 Claim to end Sept 2026 £	Q3 Claim to end Dec 2026 £	Q4 Claim to end Mar 2027 £	Total Claim 2026/27 £	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	43,923,776	43,893,776		36,530,081	446,507	84,989	-	-	531,496	37,061,577	41,320,140	37,979,301
Robertson Street Industrial Units	1,459,548	1,425,000		-	-	-	-	-	-	-	89,000	1,459,548
Crossmill Industrial Units	4,300,000	2,322,000		27,915	92	6,674	-	-	6,766	34,681	258,000	4,300,000
Total East Renfrewshire	**49,683,324**	**47,640,776**	**24,999,991**	**36,557,997**	**446,599**	**91,663**	**-**	**-**	**538,262**	**37,096,259**	**41,667,140**	**43,738,849**
Glasgow Canal and North	99,443,199	99,031,000		87,182,958	-	-	-	-	-	87,182,958	93,503,872	87,219,494
Glasgow City Centre	123,425,000	104,717,000		46,672,011	6,747,405	5,299,488	-	-	12,046,893	58,718,903	75,233,000	107,617,929
Glasgow Clyde and Waterfront	120,884,128	100,108,120		62,696,484	1,291,743	558,575	-	-	1,850,318	64,546,802	64,525,366	105,556,310
Glasgow Collegelands	27,000,000	21,776,000		8,682,143	116,171	249,620	-	-	365,792	9,047,935	7,148,000	23,305,480
Glasgow MGSDP	40,157,673	39,938,000		34,699,271	-	-	-	-	-	34,699,271	36,041,000	34,662,735
Enabling Commercial Spaces Project	15,924,564	9,788,852		-	-	-	-	-	-	-	7,123,564	15,924,564
Total Glasgow	**426,834,564**	**375,358,972**	**203,156,766**	**239,932,866**	**8,155,319**	**6,107,683**	**-**	**-**	**14,263,002**	**254,195,869**	**283,574,802**	**374,286,512**
Inchgreen	9,727,000	9,727,000		8,396,015	-	-	-	-	-	8,396,015	9,727,000	8,396,015
Inchgreen Ph2	3,044,622	3,044,622		2,000	-	-	-	-	-	2,000	3,044,000	3,044,622
Inverkip	4,150,000	4,150,000		3,582,139	-	-	-	-	-	3,582,139	4,150,000	3,582,139
Ocean Terminal	10,254,000	10,254,000		10,254,250	-	-	-	-	-	10,254,250	10,438,000	10,438,000
Enabling Commercial Spaces Project	11,127,510	795,000		-	-	-	-	-	-	-	667,000	11,127,510
Total Inverclyde	**38,303,132**	**27,970,622**	**18,428,350**	**22,234,404**	**-**	**-**	**-**	**-**	**-**	**22,234,404**	**28,026,000**	**36,588,286**
North Lanarkshire A8/M8	6,478,521	4,366,000		1,052,107	3	40,578	-	-	40,581	1,092,688	1,199,000	5,592,039
North Lanarkshire Gartcosh/Glenboig	6,223,205	6,223,205		5,371,659	-	-	-	-	-	5,371,659	6,223,204	5,371,659
North Lanarkshire Pan Orbital Transport Corridor	171,048,876	86,433,792		55,858,778	179,413	1,164,163	-	-	1,343,576	57,202,354	78,689,826	149,188,092
Enabling Commercial Spaces Project	11,287,602	7,249,707		164,093	-	1,271,603	-	-	1,271,603	1,435,696	3,236,457	11,287,602
Total North Lanarkshire	**195,038,204**	**104,272,704**	**53,829,254**	**62,446,637**	**179,416**	**2,476,344**	**-**	**-**	**2,655,760**	**65,102,397**	**89,348,487**	**171,439,391**
Renfrewshire CWRR	99,123,480	99,123,480		86,721,715	-	-	-	-	-	86,721,715	99,123,807	86,721,715
Renfrewshire GAIAR	39,048,520	39,048,520		33,705,767	-	-	-	-	-	33,705,767	39,049,000	33,705,767
Enabling Commercial Spaces Project	8,487,807	8,487,807		24,253	10,150	-	-	-	10,150	34,403	509,000	8,487,807
Total Renfrewshire	**146,659,807**	**146,659,807**	**99,506,460**	**120,451,735**	**10,150**	**-**	**-**	**-**	**10,150**	**120,461,885**	**138,681,807**	**128,915,288**
South Lanarkshire Cathkin Relief Road	16,000,168	16,000,168		13,835,218	-	-	-	-	-	13,835,218	16,028,000	13,835,218
South Lanarkshire Council Community Growth Areas	58,439,811	58,424,757		35,198,511	148,048	1,236,973	-	-	1,385,021	36,583,533	56,967,000	50,900,895
South Lanarkshire Greenhills	32,030,000	32,030,000		27,647,413	-	-	-	-	-	27,647,413	32,030,230	27,647,413
South Lanarkshire Stewartfield Way	30,000,000	17,115,688		1,089,518	91,184	68,090	-	-	159,274	1,248,792	4,705,500	25,894,978
South Lanarkshire East Kilbride Town Centre	43,275,919	28,165,954		1,682,287	317,949	750,105	-	-	1,068,054	2,750,341	3,220,000	38,869,862
Enabling Commercial Spaces Project	11,075,919	11,037,919		-	-	-	-	-	-	-	-	11,075,919
Total South Lanarkshire	**190,821,817**	**162,774,486**	**73,181,944**	**79,452,947**	**557,181**	**2,055,168**	**-**	**-**	**2,612,349**	**82,065,296**	**112,950,730**	**168,224,286**
West Dunbartonshire -EXXON	29,722,842	29,722,842		25,682,294	223,288	-	-	-	223,288	25,905,582	29,722,842	25,905,582
Enabling Commercial Spaces Project	1,825,842	1,825,842		-	-	-	-	-	-	-	66,000	1,825,842
Total West Dunbartonshire	**31,548,684**	**31,548,684**	**16,827,681**	**25,682,294**	**223,288**	**-**	**-**	**-**	**223,288**	**25,905,582**	**29,788,842**	**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	12,215,450	12,215,450	**4,509,011**	3,126,011	1,384,313	391,223		-	1,775,535	4,901,546	**12,215,450**	**12,215,450**
New Regional Project(s)	-	-	**-**	-	-	-	-			-	**-**	**-**
Inflation Fund Projects	-	-	**-**	-	-	-	-			-	**-**	**-**
EDC Place and Growth	36,844,483	36,826,574		9,182,340	2,114,303	1,524,355			3,638,658	12,820,998	36,844,482	31,963,482
Enabling Commercial Spaces Project	1,963,482	325,488		-	-	-	-	-	-	-	117,000	1,963,482
Total East Dunbartonshire	**38,807,965**	**37,152,062**	**7,626,993**	**9,182,340**	**2,114,303**	**1,524,355**	**-**	**-**	**3,638,658**	**12,820,998**	**36,961,482**	**33,926,964**
				-						-		
TOTAL INFRASTRUCTURE	**1,132,846,497**	**948,527,113**	**505,000,000**	**602,000,782**	**13,070,568**	**12,646,436**	**-**	**-**	**25,717,005**	**627,717,786**	**776,148,290**	**1,000,000,000**

Appendix 9: PMO BUDGET AS AT PERIOD ENDED *30 SEPTEMBER* 2026

Title	Original Approved Budget 2026/27	Actual Costs to Period 6	Probable Outturn 26/27	Budget Variance
Total PMO Salary Costs	**3,319,457**	**1,390,650**	**3,347,188**	**27,731**
Third Party Costs	**104,032**	**523,109**	**3,797,173**	**3,693,142**
Internal Audit Fees	24,839	0	24,839	0
External Audit	15,193	3,744	15,193	0
Marketing	46,000	12,247	46,000	0
Intelligence Hub:	15,000	33,241	33,241	18,241
GAMS software (£3k p.a)	3,000	0	3,000	0
EVIF	0	52,041	52,041	52,041
5GIR costs	0	5,876	5,876	5,876
Public Service Reform Invest to Save	0	0	0	0
Regulators Pioneer Fund	0	5,327	5,327	5,327
Clyde Mission	0	137,514	137,514	137,514
Clyde Maritime Skills	0	154	367,313	367,313
LIPF	0	0	175,293	175,293
Investment Zone	0	223,165	2,881,737	2,881,737
Utilisation Credit Recharge	0	49,799	49,799	49,799
Others	**138,300**	**100,592**	**144,209**	**5,909**
Provisions	2,000	0	2,000	0
Supplies	2,000	1,291	2,000	0
Place Costs	30,000	1,293	30,000	0
Sniffer for Climate Ready Clyde	88,000	88,000	88,000	0
Teomach (Widcat Applic's) - Cenefits licences	4,800	2,000	4,800	0
CITB Labour Market Tool (not used 23/24)	3,500	0	3,500	0
Meetings, Workshops and Catering	2,000	7,909	7,909	5,909
Training	6,000	99	6,000	0
Total PMO, Intelligence Hub and Portfolio Development Actual and Projected Spend	**3,561,789**	**2,014,351**	**7,288,570**	**3,726,781**
Funding				
SPF Project funding b/fwd from 25/26	£0	(£10,862)	(£10,862)	(£10,862)
Innovation Accelerator b/fwd from 25/26	£0	(£287,083)	(£287,083)	(£287,083)
Public Service Reform Invest to Save b/fwd from 25/26	£0	(£5,273)	(£5,273)	(£5,273)
INSPIRE- the Innovation Skills Pilot b/fwd from 25/26	£0	(£4,380)	(£4,380)	(£4,380)
Investment Zone Capacity grant c/fwd	£0	(£425,152)	(£400,000)	(£400,000)
Investment Zone Rev grant c/fwd	£0	(£2,358,000)	(£2,358,000)	(£2,358,000)
Investment Zone Skills grant c/fwd	£0	(£400,000)	(£400,000)	(£400,000)
Regulators Pioneer Fund	£0	(£31,903)	(£31,903)	(£31,903)
SiPHER funding	(£70,018)		(£70,018)	£0
ClydePlan funding	£0	(£8,094)	(£8,094)	(£8,094)
Clyde Mission	(£145,617)		(£145,617)	£0
LIPF	£0	(£175,293)	(£175,293)	(£175,293)
Clyde Maritime Skills	(£367,313)	£34,108	(£367,313)	£0
Place Recharge to Members	(£535,253)		(£535,253)	£0
Climate Ready Clyde from MA's 26/27	(£88,000)		(£88,000)	£0
Work undertaken by the Intelligence Hub	£0	(£28,000)	(£28,000)	(£28,000)
Funding from Member Authorities 26/27	(£1,347,438)		(£1,347,438)	£0
Total Funding	**(£2,553,640)**	**(£3,699,932)**	**(£6,262,528)**	**(£3,680,889)**
Balances Brought Forward from Prior Years as at 1/4/26			(3,932,322.77)	
Cumulative (Surplus)/deficit anticipated at year end based on Q2 financials at Period 6			1,026,041.54	
Anticipated Cumulative Net (Surplus)/Deficit Carried Forward at 31/3/27			**(2,906,281.23)**	

Appendix 10a - CITY DEAL PMO AND SUPPORT GROUPS ANNUAL IMPLEMENTATION PLAN 2026/27 MONITORING (RAG STATUS DEFINTIONS 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
CD-GOV_1	Benefits Realisation	Monitoring the delivery of benefits from City Deal Innovation projects and City Deal infrastructure fund project benefits, including the updating of the Benefits Realisation Dependencies Register, on an ongoing basis	Quarterly	***31/12/26***	Head of GCR PMO	City Deal Project Benefits are included in the Quarterly GCR PMO Report. An update for the Imaging Centre for Excellence has been included within the 2024/25 Annual Performance Report. A new approach to Dependencies Register reporting is being adopted to cover the City Deal programme and the other RES Programmes. This will be included in the ***Q3*** Regional Performance Report.	Green	***30/10/2026***
CD-GOV_2	Benefits Realisation	Develop and implement new OBC monitoring for outcomes and follow on investment and developing accurate mapping of outcomes	Quarterly		Programme Manager City Deal	Outcomes are fully integrated with the Business Case Appraisal process, with the Intelligence Hub supporting ongoing analysis and reporting. Additional outcomes, including windfall outcomes not originally identified at OBC stage, are now reported alongside existing information, including economic calculations. Work to improve the accuracy and consistency of benefit information continues, including consolidation activity to support the development of individual project benefit realisation plans. This has included a particular focus on housing outputs and the identification of development site locations. Data quality continues to improve, with outputs and outcomes now clearly differentiated based on funding source. Benefit realisation guidance contained within the Programme Management Toolkit has been refreshed.	Green	***30/10/2026***
CD-GOV_3	Evaluation	Delivery of the Gateway 3 Readiness Improvement Plan actions alongside the Intelligence Hub.	Ongoing 2026/27		Head of GCR PMO/ Head of Intelligence Hub	Confirmation of successful completion of Gateway 2 received June 2025. Meetings have taken place with all Member Authorities to identify new Outcome Indicators for monitoring ahead of Gateway 3. The IH continues to progress the mapping of follow-on investment sites. It is expected this exercise will complete by end Q2 2026/27. Local Evaluation Plans are being developed for all projects. PMO and Hub staff to attend MHCLG session 29 September 2026 re learning from Local Evaluation Framework. LEPs will be finalised thereafter. The MHCLG session was rescheduled to November and the LEPs will then be updated	Green	***30/10/2026***
CD-GOV_4	Finance	Developing PMO budget for 2027/28	01/03/2027		Finance Manager	Still to start	Future	***06/10/2026***
CD-GOV_5	Finance	Financial Monitoring of the City Deal Programme Spend 2026/27	Quarterly		Finance Manager	***Period 6 monitoring complete and reported for Q2***	Green	***06/10/2026***
CD-GOV_6	Finance	Agreeing Infrastructure Pass Down Letters for 2025/26 final grant to Member Authorities	01/07/2026		Finance Manager	Final Grant approved May Cabinet and paid June'26	Complete	***06/10/2026***
CD-GOV_7	Finance	Agreeing 2026/27 Grant Letter with Scottish Government	30/06/2026		Finance Manager	Letter agreed and final version received	Complete	***06/10/2026***
CD-GOV_8	Finance	Agreeing Infrastructure Pass down Letter 2026/27 with Member Authorities and grants paid	31/08/2026		Finance Manager	***Passdown letter agreed all interim grants paid except 2.***	Green	***06/10/2026***
CD-GOV_9	Finance	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Quarterly		Finance Manager	***Second quarter chats undertaken***	Green	***06/10/2026***
CD-GOV_10	Finance	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report	Quarterly		Finance Manager	***Q2 to take place imminently***	Green	***06/10/2026***
CD-GOV_11	Finance	Processing quarterly grant claims	Quarterly		Finance Manager	***Q2 to take place imminently***	Green	***06/10/2026***
CD-GOV_12	Finance	Developing 5-year, annual and quarterly spend projections	Quarterly		Finance Manager	Obtained from Project Status Reports	Green	***06/10/2026***
CD-GOV_13	Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Quarterly		Finance Manager	Grant Claims analysed	Green	***06/10/2026***
CD-GOV_14	Governance	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	Quarterly		Head of GCR PMO	Appendix included in Quarterly Report providing progress on all actions.	Green	***30/10/2026***
CD-GOV_15	Governance	Maintain Programme Risk Register and Issues Log	Ongoing		Head of GCR PMO	Risk Register and Issues Log continue to be updated on a monthly basis. Circulating Risk Register and Issues Log to the Support Groups' Chairs for their information and comment.	Green	***30/10/2026***

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
CD-GOV_16	Governance	Develop Interim and Quarterly Programme Status Reports.	Monthly		Programme Manager City Deal	Quarterly Programme Status Report continue to be updated and a quarterly basis to account for the programme/projects progress. It has been agreed with the Lead Officers and the Director for Regional Economic Growth that, going forward, the Interim Report will no longer include updates for every project by default, but will instead focus on exception reporting and will continue to include Change Control Requests, Business Case approvals or other key developments. In the future we will look into revising the structure of the QPR.	Green	***30/10/2026***
CD-GOV_17	Governance	Maintain Overall Programme Plan	Monthly		Programme Manager City Deal	Monthly update of dashboard for inclusion in the new Programme Status Report. Identify Milestones for project progress reporting.	Green	***30/10/2026***
CD-GOV_18	Governance	Complete Programme-level Lessons Learned exercises	As required		Programme Manager City Deal	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 2026/27 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. MAs are now requested to complete Lessons Learned Reports summarising key insights from project delivery to inform future projects and wider programme delivery. ***Two Lessons Learned Exercises have been completed by the PMO in 2026/27 - Site Marketing and use of Procurement Frameworks.***	Green	***30/10/2026***
CD-GOV_19	Governance	Update the Assurance Framework	31/03/2026		Head of GCR PMO	Proposed updates to Assurance Framework agreed by May 2026 Cabinet.	Green	***30/10/2026***
CD-GOV_20	Governance	Develop the Annual Performance Report (April 2025 – March 2026)	11/07/2026		Communication and Marketing Manager	***The 2025/26 APR was approved at August 2026 Cabinet. A campaign was planned and launched then involving GCR PMO Comms and all MA council comms teams. This included a GCR media release with edited versions provided to local councils for localised quotes and content to be added as required. An overview short film was produced along with individual short films of council leaders. Messaging focused on the recent performance report and our success to date and linked to work underway to shape our ask for further funding and powers. This was supported by a social media campaign. A schedule and outline content plan to be developed for the 2026/27 APR.***	Future	***30/10/2026***
CD-GOV_21	Governance	Business Cases Submitted	Ongoing		Programme Manager City Deal	Business Cases Submitted in Quarter and under appraisal: - NLC: ECS - Ravenscraig Ph.2 FBC - SLC: ECS - Red Tree Labs FBC ***- SLC: Newton CGA - Uddingston Grammar School***	Green	***26/10/2026***
CD-GOV_22	Governance	Delayed Business Cases	Ongoing		Programme Manager City Deal	Business Cases that have missed their submission deadline and are awaiting restatement: - GCC- EIIPR - George St Phase 2 FBC (Aug 2026 CEG) - SLC: Larkhall CGA Merryton Roundabout & Link Road FBC (May 26 CEG) - GCC: ECS: The Lighthouse Ph.2 (Refurbishment) (Sept 2026 CEG) ***- IC: ECS - Inchgreen (New build)*** ***- IC: ECS - Crescent Street*** ***- IC: ECS - Kelburn*** ***- IC: ECS - Ingleston Park*** ***- WDC: ECS - Ash Road***	Amber	***26/10/2026***
CD-GOV_23	Governance	Business Cases Approved	Ongoing		Programme Manager City Deal	No Business Cases were Approved in period: Business Cases Approved Last Quarter: -No business cases were approved last quarter	Complete	***26/10/2026***
CD-GOV_24	Governance	Future Business Cases	Ongoing		Programme Manager City Deal	Business cases to be submitted for December 2026 CEG: - GCC: Port Dundas: Pinkston Access and Remediation FBC - GCC: Custom House Quay and Carlton Place FBC ***- NLC: Eurocentral Access Infrastructure (Ph.1)*** ***- GCC: ECS: The Lighthouse Ph.2 (Refurbishment) (Sept 2026 CEG)***	Future	***26/10/2026***

Appendix 10b – REGIONAL ECONOMIC STRATEGY ACTION PLAN ANNUAL IMPLEMENTATION PLAN 2026/27 MONITORING (RAG STATUS DEFINTIONS IN ENDNOTES)

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_1	Audit	Produce and deliver Internal Audit Plan for 2026/27	30/06/2026		Plan approved by Cabinet in May 2026	Complete	06/10/2026
RES_2	Audit	Audit Support Group meets	Ongoing		***First meeting held***	Green	06/10/2026
RES_3	Audit	Assurance audit report – Community Benefits Hub	31/03/2027		Work to commence	Future	06/10/2026
RES_4	Audit	Assurance audit work - Regional Empowerment Governance Critical Friend	31/03/2027		Work to commence	Future	06/10/2026
RES_5	Audit	Assurance audit report - Clyde Mission Heat Decarbonisation Governance Phase 2	31/03/2027		Work to commence	Future	06/10/2026
RES_6	Audit	Assurance audit report - Follow Up Audit and officer support	31/03/2027		Work to commence	Future	06/10/2026
RES_7	City Deal Programme	Deliver key project milestones as set out within City Deal Annual Implementation Plan	April 2026-March 2027		Of the City Deal's 22 Projects: no project is reported Red status; 1/22 is fully Complete - Gartcosh/Glenboig Community Growth Area Project; 2/22 are reporting at Amber status; and 19/22 are reporting at Green. All Strategic Business Cases (20), Outline Business Cases (30) and Strategic Outline Programme Business Cases (1) are now complete. 67 of 118 Full Business Cases are now complete.	Green	26/10/2026
RES_8	Clyde Metro Programme	Support the development of the Case for Investment for Clyde Metro	Sep-27		The Head of the GCR PMO, Intelligence Hub Manager, and Head of Place are members of the Local Authority Senior Officers' Group that will provide ongoing support to the Clyde Metro Project Team. A detailed progress report on the project was presented to the CEG on 24 October 2024 and set out an updated milestone for completion of the Case for Change to February 2027. Approval has been given by CEG to fund the GCR Place Team to support place workstream. The Metro project has been selected as a 'Focus Project' by the NWF. An action plan for NWF support has been developed.	Green	28/07/2026
RES_9	Clyde Metro Programme	Support the development of the Case for Investment by progressing the 'Places by Clyde Metro' workstream	Apr-27		The Places x Clyde Metro (PxCM) workstream was introduced as a complementary, evidence-led approach to support decision-making; aligned with CFI Stage 2 activity and supported by £1.33m of City Deal funding. SPT and GCR Place team have continued working collaboratively to shape the overall direction of the PxCM programme. Work since April 2026 has focused on exploring the relationship between the Clyde Metro CFI and PxCM workstreams. This has focused on two key areas: • Defining the scope and what outputs each workstream will deliver • Defining the relationship between the CFI and PxCM Programmes, including technical delivery and broader governance approval(s) By Summer 2026, an initial Preferred Network Option and Phase 1 shortlist will be established, marking a key CFI milestone. This milestone provides an opportunity to establish a one-way dependency from the CFI to the PxCM Programme, which will ensure they can both be progressed in parallel. SPT has worked closely with the GCR Place team to define the resourcing needed to support the PxCM programme. Since then, activity has focused on progressing recruitment for the PxCM Lead role. A 12-month fixed-term contract, commencing in Autumn 2026, has been identified as the most appropriate approach to recruitment. GCR and SPT have agreed that GCR Place will lead the recruitment of resource, which is now underway.	Green	27/10/2026

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_10	Clyde Mission	Develop a Strategic Masterplan for Clyde Mission	Jul-26	Nov-26	The Clyde Mission Strategic Masterplan is scheduled for submission through Glasgow City Region governance in November 2026, following final review by the Short-Term Working Group and key stakeholders. The Masterplan will provide a long-term framework for socio-economic growth across the Clyde corridor, identifying strategic opportunities, key barriers to delivery and priority interventions. It is structured around three delivery themes, supported by a series of cross-cutting design principles, and will establish a prioritised first phase of signature locations for investment and action, with periodic review of the wider pipeline to reflect changing circumstances and emerging opportunities. The Masterplan will identify opportunities across the Clyde corridor while establishing a prioritised programme of locations and interventions for early action. It will also define the strategic role Clyde Mission can play in helping to unlock and coordinate change, bringing together partners, evidence and investment opportunities to support delivery. An accompanying Strategic Outline Case will provide an evidence base for future funding bids, business case development and investment decision-making, helping to move priority opportunities from strategy into implementation. Consideration through Glasgow City Region governance arrangements will represent an important gateway between plan-making and delivery, providing the basis for future investment propositions and coordinated partner action. Subject to the necessary approvals, an official launch of the Strategic Masterplan is planned to mark the transition from development to delivery and to support the next phase of partner engagement, investment promotion and implementation planning. The Masterplan, together with the delivery programme and investment business case, is expected by the end of October 2026. It will then proceed through Clyde Mission governance in November (Short Term Working Group, Chief Executives' Group, Regional Partnership, and Cabinet). A paper has been prepared and will be presented to CEG and Cabinet as planned.	Amber	27/10/2026
RES_11	Clyde Mission	Delivery and operation of the Heat Decarbonisation Fund	Mar-27		The Clyde Mission Heat Decarbonisation Fund (CM HDF) was launched on 10 December 2025. The Fund is hosted on a dedicated website that includes an online eligibility test, a grant application portal, a story map outlining the scheme, and a comprehensive suite of guidance documents. **Round 1** closed on 27 February 2026 and attracted two applications. CM-HDF-262701, submitted by North Lanarkshire Council for the Strathclyde Country Park Watersports Centre Redevelopment, sought £1,182,510.19, representing 50% of eligible project costs. The project progressed through the assessment process and received funding support. CM-HDF-262702, submitted by Clyde Gateway Developments Limited for the Clyde Gateway Community Energy Project, DHN Thenue Extension, required further development and was deferred to the subsequent funding round. An update on Round 1 was reported to GCR Cabinet in May 2026. **Round 2** closed on 31 July 2026. Following completion of the assessment process, the applications were considered by the Chief Executives' Group (CEG) in September 2026. CEG approved an award of £49,463 to Scottish Water Horizons Limited for the Daldowie Administration Building Heat Project and approved in principle an award of £1,498,191 to Clyde Gateway Developments Limited for the DHN Thenue Extension, subject to specified conditions and further clarification. The requested clarification has now been provided and is being considered as part of the final approval process. **Round 3** closed on 25 September 2026 and attracted two applications seeking a combined £6.19 million of CM-HDF support. The applications are progressing through assessment and Independent Assessment Panel consideration. Recommendations are scheduled to be presented to CEG in December 2026, followed by updates to the Regional Partnership and GCR Cabinet. The CM-HDF assessment framework provides for Independent Panel consideration ahead of GCR governance.	Green	13/10/2026
RES_12	Commercial Land and Property Programme	Agree VDL next steps in light of Ryden report and Regional Spatial Strategy priorities.	Mar-27			Future	02/07/2026

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_13	Comms & Marketing	Develop and launch the Community Benefits Hub system, roll-out across the member councils and progress through the three phases.	Ongoing		***The GCR Community Benefits Hub (CBH) was launched in August 2024, following extensive consultation with member councils, suppliers, the third sector and community groups. Five councils are live on the system (including Glasgow's HSCP) and great progress is being made with over 480 community groups registered and over 600 Requests submitted and nearly 200 Requests approved. We continue to report on progress within the QPR.***	Green	20/10/2026
RES_14	Comms & Marketing	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Ongoing		Continue to update the GCR Planner quarterly and to seek input / updates on content from the PMO team. Issue the link for the PLG papers in advance of each meeting. Ongoing updates continue to be made to the live document which is available on the Google Drive. SMT will review the planner quarterly.	Green	20/10/2026
RES_15	Comms & Marketing	Deliver strategic comms, marketing and engagement activities for the GCR PMO including media releases / comms, our website and social channels, work to build awareness and grow our audience, production of strategic documents. Comms and marketing support for our key programmes of work including projects within the RES.	Ongoing		***Recent media releases and activities include the campaign to promote the recent Annual Performance Report and our collective work to shape an ask for further funding and powers (August 26) , confirmation of the first-year local growth fund, (September 26), the first grant announced for the Heat Decarbonisation Fund (August 26) and the launch of the new Living Wage Trail and leaflet (August 26). We continue to provide comms support around the Clyde Mission Masterplan. And we support the Intelligence Hub briefings promotion on the website and through e-mailers. We gained media coverage on the June Hub briefing on AI impacts on the local labour market. Work is also underway with partners to shape a communication and marketing plan for the Investment Zone tax site, with an initial partner workshop session held in August and a further session in October to agree priority activities, including raising visibility, developing collateral to generate leads and formal launch proposals. Proposals are being developed around formal launch of the LPIF programme.***	Green	20/10/2026
RES_16	Economy and Health Programme	Develop Strategic Partnerships to support people to sustain healthy working lives.	Mar-27		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. C 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. Partnership progression including in-development regional Community Wealth Building Partnership in response to CWB (Scotland) Act, and Poverty, Inequality and Inclusion Workstream to support regional devolution proposition.	Superseded	21/07/2026
RES_17	Economy and Health Programme	Secure accreditation with Living Wage Scotland to make GCR a Living Wage Place	Nov-27		Living Wage Place Action Group established, co-chaired by the ***Head of Regional Economic Delivery and the*** Chief Executive of a small retail business located in Glasgow City. Working with Living Wage Scotland, private, public and third sector members acting as champions and advocates for Living Wage accreditation via Action Group membership. The Action Plan includes milestones for number of Living Wage accredited businesses in the Region, and number of workers receiving an uplift in their pay as a result of these accreditations. Action Plan approved by Cabinet, and social media launch of campaign (5/11/24). While the initial work of establishing the Living Wage campaign has been delivered, accreditation with Living Wage Scotland is a three-year process that begins at the campaign launch date. This is reflected in the timescale for this action - November 2027. Action Group meets quarterly, with a mix of in-person and online sessions. Goal for number of new accreditations in year one was met (n=200; Nov 25). Successful in person event delivered at end of year one (November 25). Glasgow City Region ~~now~~ participates in the UK-wide 'Making Living Wage Places Group', facilitated by the Living Wage Foundation. Beginning to focus on actions to increase accreditation in priority sectors. GCR Action Group shortlisted for Living Wage Award. End of year one review complete, and year two action plan in place. ***Development of a Living Wage Trail as a promotional tool (August '26). GCR again shortlisted for a Living Wage Award (Oct '26).***	Green	20/10/2026

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_18	Economy and Health Programme	Establish and embed a GCR Good Employment Charter	TBD		Following approval to establish a regional good employment charter, a survey to gather views from employers on the focus, content, and management of the Charter was undertaken, with the findings used to shape the Charter content. The draft Charter discussed by EDG and the regional Anchor Network. EDG consulted on the preferred delivery model to deliver the Charter objectives. Series of discussions held with those managing similar schemes in other places, including Belfast City, North of England, West of England, and Greater Manchester Combined Authorities. PMO undertaking an assessment of capacity and resource required to support the further development and delivery of the charter, in line with the preference for a model that is embedded regionally. Delay in delivery reflects the need to resource appropriately prior to launch . Current expectation is to take a proposal to November Cabinet. Capacity and resource requirements closely aligned to Foundational Economy Challenge Fund work with good progress being made in identifying crossovers and commonalities and plan to appropriately resource. More detailed exploration of resourcing with lead officers for established charters highlights requirement for dedicated capacity prior to launch. While pre-launch actions being progressed further work needed to identify way forward.	Amber	20/10/2026
RES_19	Electric Vehicle Charging Infrastructure Programme	Develop & deliver a GCR ECVI Collaboration with a Commercial Partner to deliver approx. 3,000 additional charge points.	Dec-26		The first phase of the procurement process was completed in May 2026 with the shortlisting of 5 bidders who had responded to the Invitation to Participate. ***Work is now complete on procurement documents and draft contract. The ITT was published on 8 October and will close on 25 January 2027. A detailed report will be taken to GCR CEG and Cabinet in November 2026***	Green	27/10/2026
RES_20	Electric Vehicle Charging Infrastructure Programme	Plan for future EVCI collaboration arrangements over medium to longer term.	Aug-26		***GCC has recruited a Contract manager for the CCMT. A programme to develop the second IAA is currently being developed with the MAs. The second IAA will require to be signed by all MAs before the contract with the CPO is signed by GCC.***	Green	27/07/2026
RES_21	Finance	Preparation and submission of PMO Annual Accounts 2025/26.	01/11/2026		***Accounts now complete and signed off***	Complete	06/10/2026
RES_22	Future Skills Programme	Deliver the Local Government Skills Project.	Ongoing		Following a review of Local Government Training Opportunities a number of Member Authorities have committed to explore paid work experience places and intern positions, within their Local Authorities. Glasgow city Council are developing a small-scale pilot programme for work placements for Senior phase school pupils. North Lanarkshire council are in discussions in the hopes of piloting an internship programme in 2026. Following the successful appointment to GCR, the Group Manager - Skills is meeting with UWS to determine progress to date and future activity.	Green	21/10/2026
RES_23	Future Skills Programme	Maritime: –Implement the recommendations from Rand Report	Mar-27		Scottish Government Ministers approved the reduced budget (£1.1M) for delivery of the Clyde Maritime Skills Programme for 2026/27 in July. The Grant Offer Letter was received and returned to Scottish Government in August. GCR, SDS and a LA representative have undertaken a funding reallocation exercise to redistribution revenue funding to colleges and LAs providers. The reallocation exercise was undertaken using agreed principles to ensure a fair, transparent, and consistent approach across all delivery partners. GCR is working with each of the college and local authority delivery partners to understand the implications of a reduced budget on programme deliverables and outputs. GCR will provide update Programme deliverable to Scottish Government by 30th September. GCR and Scottish Government colleagues are meeting on a fortnightly basis to ensure clear communication throughout this process. ***The revised revenue reallocation exercise for 2026/27 delivery was approved by CEG on 17 September. All college and local authority providers were contacted to confirm their reallocation amounts for 2026/27. GCR provided an update to Scottish Government on 30 September outlining revised delivery interventions and metrics based on the reduced budget and delivery timescales. GCR continues to meet with Scottish Government colleagues on a fortnightly basis.***	Green	21/10/2026
RES_24	Future Skills Programme	Regional Skills Devolution Group: work to progress the proposals to devolve skills decisions to GCR.	Mar-27		The first Skills Workstream meeting took place on 12th August, the members agreed the Terms of Reference and Scope of the Skills Workstream. KPMG facilitated the first workshop on 19 August with the second scheduled for 30 September. ***The second workshop took place on 30 September and further refined the skills proposition for regional devolution. The GCR Skills Manager is meeting with the Chair on a fortnightly basis to support and progress wider discussions and the draft report for regional empowerment.***	Green	21/10/2026

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RES_25	Future Skills Programme	Develop skills programmes to support the Investment Zone and Innovation Action Plan	Mar-27		The Group Manager - Skills has undertaken a series of introductory and exploratory meetings with Project Leads and wider Stakeholders. In parallel, conversations regarding procurement are underway. Three-weekly meetings are taking place between GCR and Scottish Government. ***The GCR Skills Manager, with support from the GCC Project Support team, hosted a design workshop with a series of Investment Zone project leads/partners and wider stakeholders. The workshop was held on 20 October and the purpose of testing, challenging and validating the emerging proposal for Phase 1 delivery. The workshop findings will further inform the design of Phase 1 of the Skills Programme.***	Green	21/10/2026
RES_26	Governance	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Ongoing		Objective Connect folders transferred to SharePoint where required. Ongoing review of electronic and hard copies to ensure document retention requirements adhered to. Project underway to transfer files to EDRMS.	Green	27/10/2026
RES_27	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 GCR Housing Retrofit Delivery Group will consider the action plan as a standing item on their 6 weekly agenda to start to progress actions. ***Activity has also been progresse***d to investigate the 'One Stop Shop' model that other organisations are developing, including the Existing Homes Alliance, South Yorkshire Mayoral Combined Authority, South Lanarkshire Council, and the Scottish Government. This will be the focus of the Housing Retrofit Delivery Group meeting on 20 August. ***Recently the GCR PMO have been seeking to understand best practice in retrofit activity across Combined Authorities reaching out to Liverpool city region combined authority and received a presentation from West Midlands Combined Authority on 8 October 2026. The HRDG also been investigating the opportunities around the establishment of a GCR data platform to support retrofit delivery.***	Green	27/10/2026
RES_28	Housing Retrofit Programme	Improve use of Existing Retrofit Funding (EES: ABs)	May-27		The main source of funding for domestic retrofit is through the SG's EES:ABs investment programme which is allocated directly to MAs. MAs have identified a number of issues impacting on their ability to spend their grant allocations and maximise the benefits for local residents. These challenges include: - SG grant conditions and timescales; - internal local authority processes; and, - wider market and commercial challenges relating to retrofit delivery. The Regional Retrofit Strategy and Action Plan 2025-2028 was approved by GCR Cabinet on 25 February. This included a specific action to further engage with SG around ABS funding to seek to secure multi-year funding allocations that enable MAs to establish longer term local retrofit delivery plans. Delay due to waiting on information from SGOV around previous spend to feed into the development of survey. Current work to explore ABS delivery is underway. Member authorities have been asked to complete a survey looking in more detail at internal processes. This survey has followed up with interviews with key staff in member authorities to fully understand internal processes, identify any bottlenecks and share best practice. The initial results of this survey were shared and follow up calls with MAs were organised. Key learning was included in the update report to Regional Partnership on 12 February and was presented to Cabinet on 17 March 26. The GCR PMO will carry out a further follow up review with the MAs at the end of the 26/27 financial year.	Green	27/10/2026
RES_29	Inclusive Economy Programme	Establish a multi-agency cross-sector Community Wealth Building Partnership.	Sep-28		~~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.~~ In response to the Community Wealth Building (Scotland) Act, establish a regional CWB Partnership to include member local authorities and the appropriate bodies as set out within the Act. Utilise GCR Anchor Network as a basis for this partnership. Paul Manning, Chief Executive of South Lanarkshire Council, to chair. First meeting to be held ~~early~~ autumn 2026.	Green	20/10/2026

Ref No	Name	Action	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	RAG Status	Last Checked
RES_30	Inclusive Economy Programme	Develop and deliver a Community Wealth Building Plan for GCR.	Sep-30		As a regional Community Wealth Building Partnership, develop a CWB Plan for the Region and move into delivery phase. Actions to be regional insofar as this is practicable, with space for local plans and actions to sit alongside. Guidance from Scottish Ministers is expected and will shape this process and the plan itself. ***First round of conversations with member local authority CWB reps held (Oct '26).***	Green	20/10/2026
RES_31	Inclusive Economy Programme	With Good Economy, develop and deliver a Place Based Impact Investing Lab.	Jun-26		Contract with Good Economy commenced 12 January 2026. Taking Place Based Impact Investing approach to investment landscape in GCR. Stakeholder workshop to be held (Feb 26) and report expected by end March. Progress of CWB Bill through Parliament highlighting need for clarity on 'finance' pillar and possibilities for local authorities/regions in this area.	Complete	21/07/2026
RES_32	Inclusive Economy Programme	Deliver a Foundational Economy Challenge Fund pilot, with GCC, focused on Early Learning and Childcare.	Aug-27		Eight successful ELC bidders have been awarded funding to deliver their projects through to the end of June 2027. Business Innovation Support has been procured, with City of Glasgow College appointed as the delivery partner. The Community of Practice ~~will be~~ is being facilitated in-house by the Economic Development Projects Team. The Intelligence Hub will develop and deliver the evaluation strand of the programme. Two financial monitoring checks with each project ~~will be~~ scheduled in advance of grant payments being released. Communications activity is also being planned to support the programme launch once all projects have met in person.	Green	20/10/2026
RES_33	Inclusive Economy Programme	Deliver the 5G Innovation Region business cases for all programme elements.	Dec-26		The next phase of work for 5G Innovation Region is being delivered through range of partners including Glasgow HSCP, North Lanarkshire HSCP, South Lanarkshire HSCP, Inverclyde HSCP, North Lanarkshire Housing team, Build and Barrhead Housing Associations. Key for this year is implementation and showcasing benefits for scaling up delivery. This is ongoing alongside work to deliver the Regulators Pioneers Fund which will create a manual for local authorities / housing associations on the deployment of IoT sensors in homes. ***The final report for the Regulators Pioneers Fund is now submitted and the work is done.***	Complete	21/10/2026
RES_34	Innovation Programme	Develop individual growth propositions for each Growth Cluster	Jun-27			Future	02/07/2026
RES_35	Innovation Programme	Develop scope for Regional Labour Market Study	Dec-26		Work is underway to review develop the study, with initial focus on residents with no qualifications. The team is working with ONS to understand discrepancies in data and is moving on to the next phase of work around mapping of the skills landscape	Green	21/10/2026
RES_36	Innovation Programme	Scope and develop proposal for the Local Innovation Partnership Fund	Oct-26		The proposed portfolio totalling £50m to support a range of projects focussed on Life Sciences (drug discovery and diagnostics) was submitted to UKRI on 25th June. ***This has now been approved by UKRI***	Complete	21/10/2026
RES_37	Innovation Programme	Deliver the Local innovation Partnership Fund	May-31		Await feedback on the proposed portfolio as noted above. Now it has been approved, the team are working with the projects to get them mobilised and host a launch event	Green	21/10/2026
RES_38	Innovation Programme	Deliver Innovation Accelerator Programme	Mar-26		Eight projects have been selected for the £10m extension. However, one of the companies leading one of the projects has gone into administration. The money has been allocated as approved by GEL Innovation Group and DSIT. The remaining projects are proceeding as expected	Complete	17/07/2026
RES_39	Innovation Programme	Deliver the Innovation Action Plan (Ecosystem, Identity, Assets & Infrastructure, Skills, Inclusion)	Ongoing		A brief is being developed to bring in an agency to support the Region develop its 'Innovation Identity'. The IAP Skills Group is engaging with Innovate UK regarding a £150k pilot to look at innovation skills across the Region. The approach to developing the Region's £50m Local Innovation Partnership Fund is being developed in line with the Innovation Action Plan. A review is underway of how we deliver IAP in line with different funding streams (e.g. IZ and LIPF) which will be taken to the GEL Innovation Group in February. ***Work to develop the innovation identity will now be developed by the Destination Marketing and Management Office. This work will proceed in early 2027. A new cluster performance framework and inclusive innovation framework is being developed and is the precursor to the development of cluster growth plans***	Green	21/10/2026
RES_40	Innovation Programme	Deliver the benefits of the City Deal Innovation Projects: Continued delivery and benefits realisation (ICE, AMIDs, CWWEIQ)	Ongoing		ICE enabling infrastructure, supported through the GCR City Deal, has been completed. GAIA works are complete and the Medicines Manufacturing Innovation Centre is now operational. NMIS operational in 2023. Renfrewshire Council is completing installation of a fifth-generation renewable energy network which is the first of its kind in Scotland and will supply facilities with heating and hot water. It is estimated that £185m of investment has already been attracted into AMIDs. Enabling works for the WE&W Innovation District are being supported through the CWWEIQ City Deal project - Govan-Partick Bridge is now open and Byres Road Public Realm Phase 1 works are substantially complete. Update on benefits delivered by ICE	Green	27/10/2026

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					were included in the APR 2025/26. Renfrewshire Council economic development staff to attend Lead Officers' Group going forward to update on benefits realisation. AMIDs has been selected as a Priority Project by National Wealth Fund. NWF convene workshop Jan 2026 with key stakeholders to identify barriers and solutions to attracting follow-on investment.		
RES_41	Innovation Programme	Develop profiles on GCR's Economic Clusters	Dec-26	Jun-27	The quantitative cluster analysis continues to be reviewed and updated annually. Over the next 18 months, the team will conduct a qualitative exercise to be better understand the barriers and opportunities for cluster growth. This will be done via engagement with businesses and specialists. ***The first element is underway by engaging with up to 40 Health and Life Sciences firms with Scottish Enterprise***	Amber	21/10/2026
RES_42	Inverclyde Programme	Support Inverclyde Council in the co-design of an evidence-based programme to address economic inactivity due to ill health in Inverclyde.	Mar-26		Discussions have taken place between Currently awaiting feedback from Inverclyde Council staff.	Complete	21/07/2026
RES_43	Inverclyde Programme	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	Mar-27	As per RES22,. IVC are the Local Authority lead for the development and delivery of the Maritime Skills Programme. Work is ongoing with SDS and the other 7 MAs to determine the most effective delivery mechanism. The initial cohort of Production Operatives @ BAE resulted in 11 long-term unemployed individuals securing permanent employment. The Maritime Skills Project will conclude in March 2027.	Amber	28/10/2025
RES_44	Inverclyde Programme	The GCR Intelligence Hub to undertake a study to baseline existing businesses in Inverclyde to identify those with growth potential.	TBC		Currently awaiting feedback from Inverclyde Council staff. **The team is currently engaging with Inverclyde staff on how best to take this forward**	Future	21/10/2026
RES_45	Inverclyde Programme	To undertake a business engagement exercise to understand the growth aspirations and barriers to growth of Inverclyde businesses.	Mar-27		The Hub is developing a scope to be agreed with Inverclyde Council staff that will include outputs and delivery scheduled. **The team is currently engaging with Inverclyde staff on how best to take this forward**	Future	21/10/2026
RES_46	Inverclyde Programme	Work with Inverclyde to unlock capacity funding for the development of Full Business Cases for the local projects included within the Enabling Commercial Space Project.	Dec-30		GCR PMO is working with officers from Inverclyde Council to support them in the development and evaluation of the business case for their projects included within the ECS Programme.	Green	27/10/2026
RES_47	Inverclyde Programme	Work with Inverclyde Council to identify potential opportunities for the Inverclyde area through the Clyde Mission Strategic Masterplan and Heat Decarbonisation Fund.	Mar-28		Representatives from IC and other Inverclyde organisations have been engaged in the CM-HDF design process through attending workshops. There have also been follow up meetings in respect of specific projects in Inverclyde. Consultancy proposals for the Clyde Mission Strategic Masterplan have been assessed and the project is moving towards appointment. Representatives from IC have been involved in drafting the brief and participated in the assessment panel. Clyde Mission Strategic Masterplan will be completed by July 26 and IC are part of the Short Term Working Group helping to oversee the strategic masterplan. Further work on Clyde Mission /Clyde Transformation has been undertaken including Inverclyde, West Dumb, Argyll & Bute Councils and the defence sector. The outcome will be a defence and maritime sector investment prospectus to supplement the CM strategic masterplan.	Green	13/10/2026
RES_48	Investment Programme	Produce options to establish a Regional Investment Fund	Mar-35		Work ongoing with National Wealth Fund to establish Investment Fund. This work is being led by the Regional Empowerment Working Group. Bringing forward this action to mitigate risk of underspend. ***Update on proposed approach will be provided at November Cabinet.***	Green	***13/10/2026***
RES_49	Investment Programme	Develop a credible plan for the Local Growth Fund	01/12/2026		LGF Investment Plan approved by Cabinet 26 May 26. Approved by Scotland Office and MHCLG. First round of reporting to commence in Q2 26/27. An update report will be taken to Regional Partnership and Cabinet in August 2026. ***CEG approved the proposed financial split methodology for Y2/Y3 Revenue in September 2026. Note, the total revenue financial allocation is £11.5M. Due to a calculation error the previously reported figure was £9.4M. A report will be taken to November Cabinet updating on the first 6-months of spend and the proposed approach for Y2/Y3 Revenue and the Capital Projects.***	Green	***13/10/2026***

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RES_50	Investment Programme	Local Growth Fund Delivery	Mar-29		Y1 revenue funding is being delivered by MAs and is underway. ***A report will be taken to November REP and Cabinet updating on the first 6-months of spend and the proposed approach for Y2/Y3 Revenue and the Capital Projects.***	Green	***13/10/2026***
RES_51	Investment Programme	Develop a regionwide Business Support Programme	Mar-35		Scheduled for Y6 (30/31)	Future	***13/10/2026***
RES_52	Investment Programme	Deliver GCR Investment Zone	Mar-35		Annual Delivery Plan 1 and Change Control Approved by Government February 2026. APD 2 and End of Year 1 Reporting approved by CEG and submitted to UK and SG. Revenue Grant received 25th February 2026. Capital Grant received 12th March 2026. Additional Skills Grant received 31st March 2026. Tax Site went LIVE 25th February 2026. Investment Promotion Partnership Workshop held on 25th February with MAs, both Governments, public bodies, academia, industry and Investment Zone projects Neuranics and Renfrewshire Council (Tax Site) signed Grant Offer Letter Y1 and Y2 and drawing down funding Ongoing work between GCC Legal, UofG Legal and UofS Legal teams to progress signing of GOL and 10-year Grant Passdown APD Y2 due to be approved by UK Government October 2026 ***First Tax Site Oversight Committed will take place on 30 October 26 and Tax Site Comms and Marketing Group been established*** ***First Subsidy uploaded to the Subsidy Register in Oct 26***	Green	***13/10/2026***
RES_53	Investment Programme	Deliver Investment Zone Tax Site	Mar-40		Tax Site Business Case approved by CEG. Tax Site Management Strategy been developed and oversight group established. Workshop on the Comms and Marketing surrounding the Tax Site held in August 26. ***First Tax Site Oversight Committed will take place on 30 October 26 and Tax Site Comms and Marketing Group been established***	Green	***13/10/2026***
RES_54	Investment Programme	Deliver NDRR Sites X 3	Mar-50		NDRR baseline completed by MAs (GCC, SLC, NLC, RC) in June 26. Oversight group to be established. Re-investment Strategy for NDRR will be taken forward in line with IZ Investment Fund.	Green	***13/10/2026***
RES_55	Investment Programme	Submitted and Approved Business Cases for Investment Zone	Mar-29		Laser Supply Chain and Advanced Packaging ***FBC approved at Sept CEG.*** Neuranics FBC approved at March CEG. First payment received July 26. ***Subsidy uploaded to Subsidy Register.*** Tax Site FBC approved at May CEG. Skyrora FBC approved August 26 Prism OBC ***approved at Sept CEG. FBC due to be submitted early 2027*** Malin SBC approved August 26. ***OBC expected Q4 26/27.*** NCASP OBC approved March 2026 and FBC expected to be ***submitted to Dec 2026 CEGs.*** Some projects will produce phased FBCs. All projects will submit an FBC over the next 12 months.	Green	***13/10/2026***
RES_56	Investment Programme	Develop Regionwide Enabling Skills Programme	Mar-35		Skills Manager appointed to take forward. Introductory meetings between with IZ projects being set up in the coming weeks.	Green	23/07/2026
RES_57	Legal & Procurement	Delivery of activities on the Action Plan of the Regional Sustainable Procurement Strategy to achieve the Strategy's 5 key objectives.	Ongoing		The third annual review of the Regional Sustainable Procurement Strategy and Action Plan will be presented to the Regional Partnership on 5 November 2026.	Green	27/10/2026
RES_58	Strategic Employment Land	Scope and develop Regional Strategic Employment Location Project.	Mar-27			Future	02/07/2026
RES_59	Strategic Employment Land	Agree VDL next steps in light of Ryden report and Regional Spatial Strategy priorities.	Mar-27			Future	02/07/2026
RES_60	Strategic Employment Land	Enable Industrial property refurbishment and retrofit	Mar-27			Future	02/07/2026
RES_61	Sustainable City Region Programme	Deliver the Green Network Blueprint	Dec-40		GCR Place's Green Network team has now provided bespoke Nature Network reports for every Member Authority in support of Local Development Plan Evidence Reports and is applying this to subsequent 'Call for Sites' assessments. 2025/26 has also seen the completion of peatland restoration projects spanning sever hundreds of hectares at West Tandlemuir (Renfrewshire) and Hardridge Phase 2. Working closely with Member Authorities, Nature Scot and other partners, the team has also helped set up the River Kelvin Catchment Partnership. The Partnership's vision is "Working together in partnership to create a healthy,	Green	27/10/2026

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					resilient and nature-rich River Kelvin catchment that connects communities, enhances biodiversity and supports climate adaptation". A 950 hectares peatland restoration project was completed this year at Duchal Moor in Inverclyde. Nature Scot also confirmed an extension of funding for the GCR Peatland Action Officer for a further two years to 2029.		
RES_62	Sustainable City Region Programme	Support the delivery of Clyde Climate Forest, planting 18 million trees	Jan-32		Clyde Climate Forest has now planted an impressive five million trees across the whole region. The CCF team have several community and planting events planned for this year and has been successful in securing additional funding through the Scottish Government's Nature Restoration Fund to expand it's activities, including a new partnership with Keep Scotland Beautiful to engage schools.	Green	27/10/2026
RES_63	Sustainable City Region Programme	Support the delivery of Climate Ready Clyde Regional Climate Adaptation Strategy	Dec-30		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. GCR Place has been working with CRC to prioritise activities and also to consider the emerging findings of the Clyde Mission strategic Masterplan which include climate adaptation.	Green	27/10/2026
RES_64	Green Business Support	Deliver a programme of capital grants to support net zero transition among GCR SMEs	Mar-29		This is a 3-year programme delivered by the GCR MAs. The programme seeks to deliver grants (up to a maximum of £10,000) to 250 SMEs in GCR.	Green	

Endnotes

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: • 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: • 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 non-substantive 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: • 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: • 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. A project considered as Green will expect to be able to demonstrate that: • 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	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.
	FUTURE	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 gives a RAG status reflecting their status and performance.
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.