

**East Dunbartonshire Council, in  
partnership with Strathclyde Partnership  
for Transport & Glasgow City Council**



**Strategic Business Case  
*East Dunbartonshire City Deal -  
Place and Growth Programme***

14/01/2020



sustainable thriving achieving

**East Dunbartonshire Council**

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## **1.1. Executive Summary**

### **1.1.1 Introduction**

- 1.1.2** In April 2019 the Glasgow City Region Cabinet approved the Strategic Business Case (SBC) from East Dunbartonshire Council (EDC) for its 'Place and Growth Programme'. This approval resulted in the 'Place and Growth Programme' being recognised as an 'approved project' a status afforded by the Assurance Framework 2019 thus allowing submission of this Strategic Business Case (SBC). This SBC sets out primarily the need for focused investment in transport and business infrastructure, alongside co-ordinated investment by the private sector as catalysts for sustainable economic growth within East Dunbartonshire and Glasgow City Region.
- 1.1.3** In October 2019, Glasgow City Region Cabinet (Cabinet) agreed that there should be a refocus of the proposed Strathclyde Business Investment Programme (SBIP) as a pilot to be integrated with EDC Place and Growth Programme.
- 1.1.4** Glasgow City Region City Deal initial project list was established on deal signing in 2014 and forms part of the Assurance Framework. Strathclyde Partnership for Transport (SPT), a partner of the City Deal, submitted a project outline for the Strathclyde Bus Improvement Partnership (SBIP) which focused on providing improved bus services and facilities across the region, making it easier, cheaper and more attractive to travel by bus, therefore assigning allocated funding of £30m to the project. The SBIP remains the only project on the initial project list not to have an approved SBC.
- 1.1.5** Significant improvement in bus patronage is still required across the Region. Given the scale of the challenge, the provisional City Deal allocation of £30m (which is subject to approval of the SBC) would not deliver the improvement that is required to transform bus services across the City Region, and a significant additional investment would be required. Indeed, the original project proposal put forward by SPT prior to the signing of the City Deal was based upon a package of initial transport project proposals estimated to cost up to £295m.
- 1.1.6** Following the presentation of EDC's SBC to Cabinet in April 2019, discussions commenced between EDC, SPT and Glasgow City Council (GCC). These discussions identified that there is an opportunity to deliver a step-change in access by bus on radial corridors, bringing wider societal benefits including inclusive growth, access to employment, and reduced emissions.
- 1.1.7** These discussions also identified a number of shared priorities and benefits that could be delivered by aligning the proposed Place and Growth Programme and the SBIP, as well as strengthening links to the ongoing City Deal supported development in the north of the city around the Sighthill area.
- 1.1.8** This SBC sets out an integrated approach to the delivery of a programme of traffic and transport infrastructure within East Dunbartonshire and the north of Glasgow to enable follow on investment in strategic sites within East Dunbartonshire, to support inclusive

growth and access to employment. The Project scope of the SBC is based around the following three key elements:

- **Delivery of phase 5 of the Bishopbriggs Relief Road** to complete the route through East Dunbartonshire and Glasgow north, improving connectivity and unlocking strategic development sites to enable follow on investment;
- **Improvement to Sustainable Transport on the A803 Route Corridor** to create a key bus route corridor between East Dunbartonshire and Glasgow City Centre, serving the north of Glasgow and a range of key retail, regeneration, health and education facilities; and
- **Bishopbriggs Town Centre Regeneration** through provision of business space, improved accessibility and improved public realm delivered by the City Deal Project.

## 1.2 The Strategic Case

**1.2.1** East Dunbartonshire lies to the north of the Glasgow City Region and has a population of around 108,000). It is in the mid-range of Scottish local authorities in terms of population and covers 77 square miles. It is made up of a mix of urban and rural areas, with settlements including; Bearsden, Bishopbriggs, Kirkintilloch, Lenzie, Milngavie, Milton of Campsie, Lennoxton, Torrance and Twechar. East Dunbartonshire has been recognised as one of the best areas in Scotland to live based on the residents' health, life expectancy, school performance and climate, and it is one of the City Region's most affluent and educated areas. East Dunbartonshire has high employment rates and earnings higher than the national average however. however, there are number of issues that need to be addressed to ensure that the area can maintain this high standard and ensure future growth is inclusive, including:

- Need to improve the connectivity and transport links between key strategic employment sites.
- Need to improve connections between areas of multiple deprivation and employment opportunities within the region and locally.
- Need for a more integrated bus route corridor along the length of key route corridors, such as the A803 from East Dunbartonshire into North Glasgow and to and from the city centre.
- Need for improved accessibility to road, residential and transport developments, public services and retail opportunities over the local authority border in north Glasgow.
- Lack of high quality jobs and diverse employment opportunities caused by over reliance on region and public sector for employment, lack of space for businesses to grow into, and lack of flexible spaces for micro-businesses.
- Lack of business ready units for companies to grow into caused by large vacant sites requiring service connection and decontamination
- Large vacant derelict sites in areas designated for economic development.

- Town centre is in decline with vacant units/sites, poor public realm, declining footfall and traffic congestions.

**1.2.2** There is, therefore, a need for focused investment in transport, and site enabling infrastructure, alongside co-ordinated investment by the private sector to catalyse sustainable economic growth within East Dunbartonshire.

**1.2.3** This SBC has been developed within the context of the local economic, transport and land planning policies. It is consistent with the aspirations set out within the Regional Economic Strategy and reflects the economic, environmental and transport aspirations set out in the Scottish Government's recent Programme for Government.

**1.2.4** The programme outlined in the East Dunbartonshire City Deal Place & Growth Programme will deliver a package of transport infrastructure, and site enabling activities. These will alleviate market failures, enable environmental improvements and exploit regional and local economic opportunity by accelerating development activity and attracting investment at key sites. The high level objectives for the Place and Growth Programme are to:

- i. Support the provision of a well-connected, skilled workforce within the City Region by creating greater accessibility to jobs into the City Region and into East Dunbartonshire;
- ii. Improve the accessibility between East Dunbartonshire and Glasgow, and ensure East Dunbartonshire is an attractive place to establish or grow business, to support innovation and businesses growth by tackling key issues relating to connectivity into the main settlement areas within East Dunbartonshire;
- iii. Ensure the employment opportunities created from the Place and Growth Programme are accessible by public transport, and improve bus patronage from East Dunbartonshire residents commuting to the City and employment locations in the north of Glasgow;
- iv. Reduce barriers to jobs locally, through the diversity and improved quality of the local employment opportunities, and by improving connectivity and access to the wider City Region for local workforce in East Dunbartonshire;
- v. Support development of existing business locations and enable the unlocking of key business land sites to enable more small and medium enterprises to grow;
- vi. Enable larger commercial development and elements of housing delivery, by providing infrastructure to assist in sites being unlocked,
- vii. Stimulate town centre regeneration by providing new business space and a high quality physical environment in which to work and live.

### 1.3 Economic Case

- 1.3.1** As part of the development of the SBC, a long list of options were identified which considered; scope of activity; geographic scope where activity will be delivered; service solution – procurement and delivery approaches; service delivery routes; phasing and implementation; and sources of funding.
- 1.3.2** The preferred way forward will deliver the maximum benefits for the project and is the one most closely aligned with the City Region objectives. Based on the high level review of options, the preferred way forward is outlined in *Table 1.3* below:

**Table 1.3**

<b>Scope - Activity</b>	<b>Option: Deliver enabling road infrastructure, sustainable transport (public transport/active travel) infrastructure, and town centre improvements (public realm and business incubation space).</b>
<b>Scope - Location</b>	<b>Option: Deliver in the east at strategic sites identified in the Local Development Plan around Bishopbriggs area, and focus on route corridor which links this part of East Dunbartonshire into north Glasgow and the city centre.</b>
<b>Service Solution</b>	<b>Option: EDC direct procurement / Private sector led development-procurement.</b>
<b>Service Delivery</b>	<b>Option: Mix of public and private delivery</b>
<b>Implementation</b>	<b>Option: Single phase now</b>
<b>Funding</b>	<b>Option: City Deal allocations and EDC contribution</b>

### 1.4 Commercial Case

- 1.4.1** The multi-faceted nature of the EDC City Deal project will require more than one procurement route. EDC and its partners will approach the procurement of the City Deal project by developing work packages that will be made up of the various project components which combined construct the overall City Deal Project. There are a number of procurement routes available to secure technical services and the delivery of project elements, and these will be further explored and defined in the Outline Business Case, which will incorporate a procurement strategy.



**1.4.2** Community benefits will be delivered through the significant contracts required to deliver the City Deal project, regardless of the procurement methods utilised. EDC will take the opportunity to include skills engagement targets and social value measures within construction contracts, subject always to the relevant procurement legislation, which will assist in providing evidence to support delivery of its wider skills agenda.

## **1.5 Financial Case**

**1.5.1** The total cost for delivering the programme outlined in the SBC is estimated to be £34.88m, of which the City Deal programme will fund £30m and EDC £4.88m. This will see the delivery of new road and sustainable transport infrastructure unlocking regeneration sites, along with town centre improvements.

**1.5.2** Funding will be required to develop the Outline Business Case (OBC) for the project. EDC will therefore claim City Deal grant funds for this prior to approval of the OBC (s). Whilst more detailed costings will be provided through OBC stage, for the purpose of the SBC it is estimated £700,000 could be required to take the project to the end of the OBC stage. Preliminary expenditure required for development of the OBC (s) will be for staffing costs to develop the OBC and a range of professional and technical services including: civil engineering; traffic modelling and transport appraisals; project costing; environmental surveys and assessments; masterplanning; business case preparation and services required to develop the OBC economic case. Costs incurred to develop all stages of business case and to manage the project through to completion, will be dealt with within the overall project budget as set in the SBC.

**1.5.3** EDC will work with the Glasgow City Deal Project Management Office to determine the most appropriate approach to the OBC stage. In particular to determine the number and timing of OBCs, with the view to bring forward and enable early implementation of project elements where possible.

## **1.6 Management Case**

**1.6.1** EDC's Place & Business Development Service will lead the implementation and delivery of the SBC programme. This will be supported by a Council project team, together with required external specialist support. The collaborative partnership working arrangements which have been established between EDC, SPT and GCC will also be key in informing and supporting the management and governance of elements of the programme set out in the SBC. Management and governance structures will be in line with the City Deal Assurance Framework and will ensure future compliance with regards monitoring, evaluation and reporting.

## **2. The Strategic Case**

### **2.1 Introduction**

**2.2.1** The City Region is the powerhouse of the Scottish economy, accounting for around one third of Scotland's Gross Value Added (GVA) (32.2%) as well as being the home to almost one third of the population. Working together, the City Region has the aims to create *'a strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity with every person and business reaching their full potential'* (Regional Economic Strategy).

**2.2.2** The City Region has many economic assets and advantages including relatively high GVA levels (per head) and employee job density, relatively low unemployment, average median gross weekly wages, a relatively high-skilled and large labour supply, and a relatively well developed rail network. However, there are also a number of challenges which need to be addressed to sustain and improve economic growth. City Region challenges include:

- Declining working age population.
- Low employment rate and high economic inactivity (due to long term sickness).
- Low business birth and survival rates.
- Low representation in growth sectors.
- Low business expenditure on research and development.
- Low housing completion rates.
- The continued prevalence of derelict land.
- Over capacity on many rail routes and road congestion resulting in low bus patronage and low satisfaction with public transport.

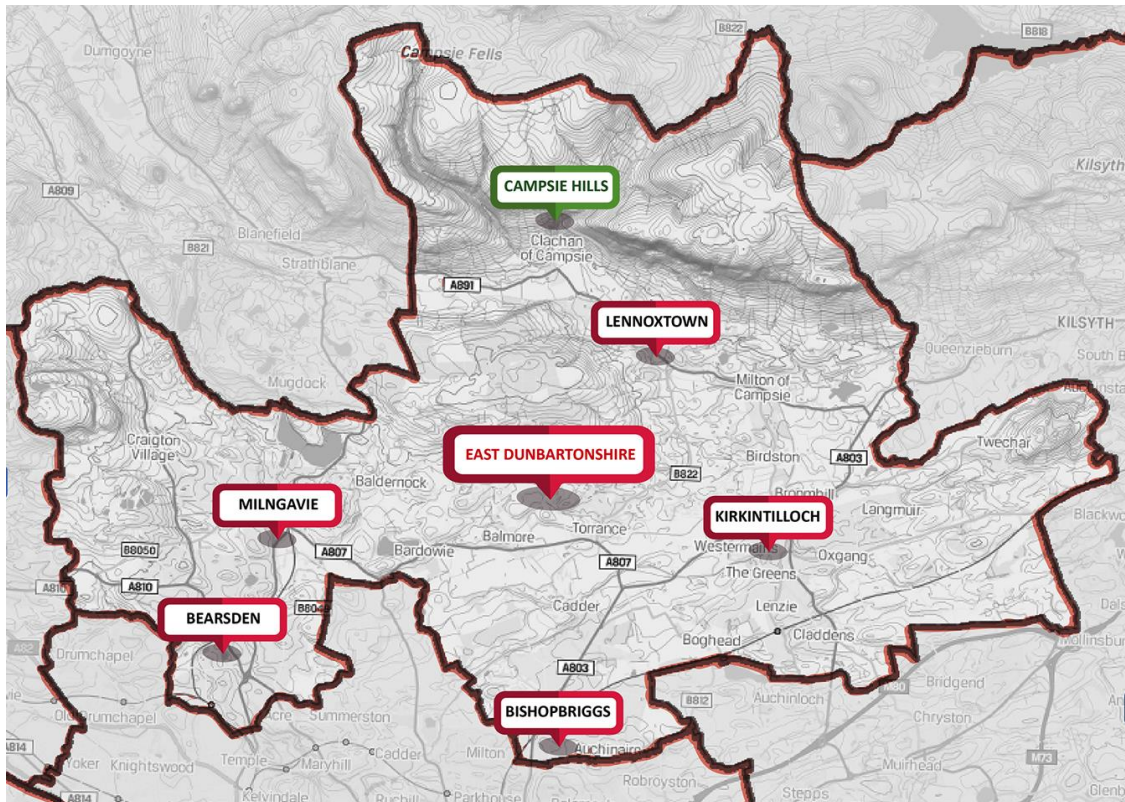
**2.2.3** East Dunbartonshire is generally a well performing area within the City Region, particularly in relation to employment rates, and has an important role to play in relation to the provision of a skilled workforce and creating attractive locations for people to live. However, there is a significant need to improve access to employment opportunities across the region, in order to create accessible attractive development opportunities and improving the quality of local employment.

**2.2.4** This SBC presents the case for investment in the infrastructure required to address the connectivity issues between East Dunbartonshire and Glasgow City Centre building on the City Deal investment in the north of Glasgow whilst and enabling partnership working between EDC, GCC, SPT and bus operators.

### **2.2 Strategic Need – the case for change**

**2.2.1** East Dunbartonshire lies to the north of the Glasgow City Region and based on recent census data has a population of 108,000. It is in the mid-range of Scottish local authorities in terms of population and covers 77 square miles . It is made up of a mix of urban and rural areas with settlements including; Bearsden, Bishopbriggs,

Kirkintilloch, Lenzie, Milngavie, Milton of Campsie, Lennoxtown, Torrance and Twechar. East Dunbartonshire has been recognised as one of the best areas in Scotland to live based on the residents' health, life expectancy, school performance and climate and it is one of the City Region's most affluent and educated areas.



**Map of East Dunbartonshire**

**2.2.2** Employment in East Dunbartonshire is 77.2% (*East Dunbartonshire Profile, Corporate Performance and Research May 2018*), residents are highly educated and skilled, and average earnings are high. East Dunbartonshire makes a significant contribution to the Glasgow City Region by providing a highly skilled and talented workforce to the region.

**2.2.3** While this is positive, there are still problems that need to be addressed. The City Region, Regional Strategic Assessment (RSA) identifies 3 main challenges that are faced by East Dunbartonshire, as follows:

- The need to increase the local job density through creation of local higher paid and higher skilled jobs.
- Providing an increased level of affordable housing in the local area.
- Managing the increasing demand for services related to the projected growth in household and population numbers, with a particular focus on the provision of public transport.

**2.2.4** Although employment and economic activity rates are high, the East Dunbartonshire workforce is heavily reliant on the wider economy of surrounding areas, in particular

Glasgow City Centre. A large proportion of East Dunbartonshire workers commute out of the local authority boundary for work and therefore economic value is being lost. East Dunbartonshire has long had a large outflow of workers commuting to Glasgow City Centre and other parts of the wider City Region. This pattern of outflow commuting is strengthened by the migration, of young people in particular, out of the area for new employment and training opportunities, which are not currently available to them within East Dunbartonshire.

- 2.2.5** The A803 route corridor is a major route north of the city and includes significant high density population areas. The route serves key areas of Sighthill, St Rollox, Robroyston, Springburn, Milton, Balornock and Bishopbriggs. Due to population density and the low socio economic levels of parts of the corridor, the area remains traditionally good bus territory.
- 2.2.6** In addition, the GCC City Deal project is investing £89.3m of City Deal money in North Glasgow (including interventions in Sighthill, Port Dundas, Cowlares and Speirs Lock) encouraging whole area regeneration and reconnecting the North of Glasgow to Glasgow City Centre. The regeneration has unlocked areas of land which are available to be developed for both commercial and residential use, whilst also enabling connectivity into Glasgow City Centre. With this large scale investment in the area, and taking into consideration key sites including Costco and Tesco megastores and Stobhill hospital, the interventions proposed under the Place and Growth Programme will help to address the problematic cross local authority corridor public transport routes and improve services to the hospital from various residential areas along the corridor.
- 2.2.7** As part of the 'preferred way forward' under this SBC, it is proposed that investment is required along the A803 route corridor into Glasgow city centre and the Bishopbriggs Relief Road (see **Appendix 9** – A803 Route Corridor Map). Improvements to the A803 route corridor and bus connectivity to and from Glasgow will support the objectives of the Glasgow City Region City Deal and deliver on a key strategic priority for SPT. Investing in bus connectivity on this route will develop links to other key sites in East Dunbartonshire and North Glasgow along this bus route corridor.
- 2.2.8** East Dunbartonshire contributes a strong skilled workforce to the City Region. However, the jobs on offer within East Dunbartonshire are of a lower quality in comparison to other parts of the wider City Region. East Dunbartonshire residents earn above the Scottish average (ED= £633.90/Scotland = £547.70) but people who work in East Dunbartonshire earn significantly less (ED workers= £479.30).
- 2.2.9** Improving the quantity and quality of local job opportunities and improving connectivity through active travel, public transport along its key route corridors and new road routes, will improve access to quality employment, both within East Dunbartonshire and the City Region. These improvements will benefit local people, particularly those in areas of multiple deprivation such as Auchinairn, Springburn and the North of Glasgow.
- 2.2.10** EDC has invested in improving access to its main towns as it recognised that improving connections across boundaries and within its communities facilitates sustainable growth. Investment has been made in the major route corridors of the A81 (Glasgow

through Bearsden and Milngavie) and the Kirkintilloch Link Road (KLR / Initiative Road) and in active travel routes such as the Forth and Clyde Canal towpath and the Strathkelvin Railway Path.

**2.2.11** EDC, along with neighbouring local authority GCC, has invested in improving access to the M80 motorway through the development and delivery of the Bishopbriggs Relief Road (BRR). The BRR serves to connect eastern Bishopbriggs, Robroyston and Northern Glasgow to the M80. To date, Phases 1 to 4 have been successfully delivered. Alongside the BRR, the Westerway active travel route has created a continuous segregated route from Robroyston and Auchinairn to Westerhill Business Park. However to realise the full benefits of previous phases, the final 5<sup>th</sup> section of the BRR needs to be completed (see **Appendix 7** – BRR Overview Map).

**2.2.12** In addition to road improvements, the public transport network needs to be improved to make it a more desirable and sustainable commuter mode. In recent years improvements have been made to bus infrastructure e.g. bus stops, travel hubs, improved priority for buses, real time passenger information, and active travel routes have been upgraded e.g. Canal tow path. Further work is needed to prioritise active travel and public transport routes and encourage a shift away from private cars. To release the benefits of sustainable travel investment, interventions should transcend local authority boundaries, particularly in relation to route corridors such as the A803 which connects East Dunbartonshire through to Glasgow City Centre.

**2.2.13** Demand for bus travel has continued to decline. The Greener Journeys report suggests a number of factors which help explain this trend in Glasgow and the west of Scotland. Whilst Glasgow buses face competition from an extensive and heavily subsidised urban rail network, the most significant factor affecting bus travel is thought to be a growth in traffic congestion. Other factors influencing declining bus use include changing working, leisure and retail patterns, low real cost of ownership and running of a car.

**2.2.14** Congestion, and the consequential lower bus speeds, has a negative effect on bus services across the city, making it harder for operators to attract new customers and maintain their existing customer base, and has an obvious detrimental impact on bus journey times.

### ***Problem and Need for Investment***

**2.2.15** East Dunbartonshire performs well against national indicators however investment is needed to ensure that the area can continue to perform highly and not fall behind others, particular when other areas of the City Region are investing in economic growth projects. The following problems have been identified and need to be addressed to ensure that East Dunbartonshire remains competitive and supports the economic growth of the City Region. City Deal funding will directly contribute to addressing the following:

- Connectivity within East Dunbartonshire and the need to improve the connectivity and transport links between key strategic employment sites.

- The event of work place parking within city centres, low emission zones, and high levels of car ownership present a challenge in relation to the accessibility of workforce around the city region.
- Lack of high quality jobs and diverse employment opportunities caused by over reliance on region and public sector for employment, lack of space for businesses to grow into, and lack of flexible spaces for micro-businesses.
- Need for improved accessibility to road, residential and transport developments, public services and retail opportunities over the local authority border in north Glasgow.
- Large vacant sites in areas designated for economic development.
- Town centre is in decline with vacant units/sites, poor public realm, declining footfall and traffic congestions. Underutilised sites along key visitor assets such as the canal corridor.
- Connectivity with surrounds - the A803 from East Dunbartonshire to North Glasgow and Glasgow City Centre is a key route corridor. Traffic congestion due to over reliance on City Region for quality jobs and over reliance on private cars for commuting in particular along key route corridors from East Dunbartonshire into west and north Glasgow. In addition, public transport is not an attractive option due to congestion leading to unreliable and long journey times.
- The traffic congestion has directly caused problems with air quality from vehicle emissions along the A803, and the declaration of an Air Quality Management Area with an associated Action Plan. An automatic monitoring station is located at Bishopbriggs town centre, with passive monitoring carried out along the length of the A803 from Strathkelvin Retail Park to Colston.
- Regional bus patronage and the number of operators are in decline. There is a need for a more integrated bus route corridor along the length of key route corridors, such as the A803 from East Dunbartonshire into North Glasgow and to and from the city centre.
- Need to improve connections between areas of multiple deprivation and employment opportunities within the Region and locally.
- There is a need for a significant reduction in car usage to enable the full benefits of active travel projects within Glasgow city centre to be realised.
- Lack of connectivity of key sustainable transport routes and active travel networks across local authority boundaries.

## 2.3 Strategic Context

2.3.1 This SBC has been developed within the context of the local economic, transport and land planning policies. It is consistent with the aspirations set out within the Regional Economic Strategy and reflects the economic, environmental and transport aspirations set out in the Scottish Government's recent Programme for Government.

### ***National***

2.3.2 The development of East Dunbartonshire's City Deal Project has considered the following policy documents from Scottish and UK Governments and the project seeks to address their aims:

#### Scottish Government:

- *Scotland's Economic Strategy (updated March 2015);*
- *National Planning Framework 3 – Cities and Town Centres;*
- *Scottish Planning Policy (SPP);*
- *Regeneration Strategy; and*
- *Town Centre Action Plan 2013.*

#### UK Government:

- *UK Digital Strategy 2017; and*
- *The UK's Industrial Strategy.*

### ***Programme for Government***

2.3.3 The recent announcement by the Scottish Government in its Programme for Scotland 2019-20 (the Programme for Government (PfG)) outlined a commitment to invest £500m in improved bus priority infrastructure to help tackle the impacts of congestion on bus services and to raise bus patronage. Further details are awaited in regard to the allocation of this funding, but it is likely to focus on supporting any Bus Service Improvement Partnerships arising from the new Transport (Scotland) and Transport Scotland's Managed Motorways project. Both of these initiatives are relevant to the proposals outlined in this SBC.

2.3.4 The East Dunbartonshire Place & Growth Programme provides the opportunity to deliver a focused set of interventions to support bus infrastructure and increase passenger usage within a specific area, with this serving as a pilot study for a more ambitious future programme of investment across the City Region as originally envisaged in under the proposed Strathclyde Bus Improvement Programme.

### ***Transport (Scotland) Bill***

2.3.5 The Transport (Scotland) Bill passed in October 2019, includes measures intended to "help make Scotland's transport network cleaner, smarter and more accessible than ever before", and it will seek to deliver a framework that can "tackle current and future

challenges, while delivering a more responsive and sustainable transport system for everyone in Scotland”.

**2.3.6** Royal Assent for the Bill is expected by the end of the calendar year, following which the Bill will come into force and be known as the Transport (Scotland) Act 2019. The provisions contained within the new Act include:

- **Low Emission Zones (LEZ)** – creates a system allowing local authorities to establish, operate, amend and revoke LEZ schemes
- **Provision of bus services by local transport authorities** – which facilitates an authority (such as SPT or a council), being able to provide local bus services (potentially directly, or through a company) provided it will contribute to the implementation of its general policies.
- **Bus services improvement partnerships (BSIPs)** – which facilitates the creation of a statutory partnership between a relevant authority (or authorities) and operator(s) to improve bus services in a specified area(s)
- **Workplace Parking Levy** – which facilitates a local authority (or authorities) creating a requirement to have a licence to provide parking at workplaces, and to charge employers for that licence based on the number of spaces available.
- **Local Services Franchises** - facilitating the creation of a franchise for local bus services by an authority (or authorities) in a specified area(s).

**2.3.7** Whilst many of the provisions contained within the Act will be subject to further guidance and regulations, this City Deal project would support any future adoption of the above components of the Act.

### ***Climate Emergency***

**2.3.8** In April 2019, the First Minister of Scotland declared a ‘climate emergency’ and this was followed by a statement to the Scottish Parliament in early May 2019 by the Climate Change Secretary. Within the SPT area, Councils are working towards zero carbon and maximising resilience to the impacts of climate change. While the Scottish Government’s net-zero emissions target year has been confirmed as 2045, GCC has recently committed to becoming carbon neutral by 2030 and the Glasgow City Region is strongly committed to addressing the impacts of climate change through its involvement as a partner in Climate Ready Clyde (CRC). CRC has completed extensive work on the risks and opportunities associated with climate change in the Glasgow City Region and has now embarked on the preparation of a Climate Change Adaptation Strategy and Action Plan for the region. With such net-zero emissions targets being set at both national and local level, it is vital therefore that the transport infrastructure is in place to support levels of modal shift needed.



## **Regional**

### ***Glasgow City Region – Regional Economic Strategy (RES)***

**2.3.9** The core aim of the RES is sustained and inclusive economic growth through significantly improving productivity boosting incomes; strengthening and growing diverse business base to create more and better jobs; and increasing working age population by supporting more people into work and retaining and attracting talent to the Glasgow City Region.

**2.3.10** The RES states it will deliver:

*“opportunities and benefits from growing the economy positively impact on the quality of lives of all our people, tackling inequalities and disadvantage by providing them with the tools to find work, stay in work and improve their well-being, delivering economic success through inclusive growth.”*

**2.3.11** The East Dunbartonshire City Deal Project seeks to support the needs and aims identified in this strategy by:

- Attracting and retaining talent and businesses in East Dunbartonshire and the wider Glasgow City Region
- Breaking down barriers to employment for those suffering employment deprivation and providing sustainable employment
- Creating employment that is inclusive to all in meeting the current and future needs of East Dunbartonshire and Glasgow City Region businesses, enabling them to provide access to jobs and progression opportunities
- Supporting business growth and the attraction of new businesses into the region, with increased survival rates
- Increasing the number of housing and commercial completions and
- Decrease the amount of derelict and vacant land.

### ***The Glasgow City Region – Regional Strategic Assessment (RSA)***

**2.3.12** The RSA identifies East Dunbartonshire as an area that consistently out-performs other areas of the City Region and the national average across the many indicators. Supplying workforce to other local authorities with higher job densities, sees higher skilled residents employed in higher paid jobs elsewhere, with local employment opportunities geared towards retail and personal services for residents.

**2.3.13** The RSA identifies 3 main challenges that are faced by East Dunbartonshire, as follows:

- The need to increase the local job density through creation of higher paid and higher skilled local jobs
- Providing an increased level of affordable housing in the local area
- Managing the increasing demand for services related to the projected growth in household and population numbers, with a particular focus on the provision of public transport.

**2.3.14** Additionally, both the Connectivity Commission and the RSA recognise the need for significant improvement in bus patronage across the City Region.

**2.3.15** The availability of bus services is both a significant driver of the economy and an enabler of social mobility. Bus services generate multiple benefits, supporting the economy, reducing road congestion, ensuring transport networks operate more efficiently and importantly provide access to services.

***Glasgow City Region – Regional Skills Investment Plan 2019 – 2024***

**2.3.16** In order to capitalise on future opportunities and promote inclusive economic growth, all City Region local authorities must ensure that skill supply keeps pace with demand and is able to see off challenges.

**2.3.17** In East Dunbartonshire, despite having higher than national averages high earning residents, those who work in East Dunbartonshire earn £68.40 less than the Scottish average and £164.70 less than residents of East Dunbartonshire. This City Deal project not only seeks to secure the skills supply to the wider City Region, but also to provide new opportunities for high value jobs located within East Dunbartonshire.

**2.3.18** The East Dunbartonshire Place and Growth programme will support the objectives of the City Region, the City Deal project and address challenges identified in the emerging Regional Skills Investment Plan. It will deliver improvements to the road and public transport network, improve the accessibility and attractiveness of key vacant/derelict sites, support the growth of existing businesses and attract new businesses, and improve town centres.

**2.3.19** The projects which will be progressed will, overall contribute to disseminating the benefits of economic growth across the Glasgow City Region, ensuring that deprived areas benefit from this growth.

***SPT – Regional Transport Strategy for the West of Scotland***

**2.3.20** SPT is the Regional Transport Partnership (RTP) for the west of Scotland. It is one of seven RTPs established by the Transport (Scotland) Act 2005. SPT, in partnership with its constituent councils and stakeholders, delivers a range of solutions across Strathclyde to enhance and develop the transport network, infrastructure and services, and promotes sustainable development and travel choices.

**2.3.21** SPT has a variety of policy, planning, strategy and operational functions. SPT's role involves planning and delivering transport solutions across transport modes throughout the region, in conjunction with its constituent Councils and industry partners. SPT is at the centre of the region's transport planning, analysing travel needs and developing the transport network now and for the future. Of primary importance is a statutory obligation to prepare a Regional Transport Strategy (RTS) for the west of Scotland. This Strategy "A Catalyst for Change (2008-2021)" sets out SPT's vision, objectives, shared goals and key priorities for a 10-15 year period and is multi-modal in scope.

#### ***RTS Objectives and Contribution to City Deal***

**2.3.22** Bus is the main public transport mode in Scotland – accounting for 74%<sup>1</sup> of all public transport journeys in Scotland. It is important, therefore, to maintain and improve an effective and efficient bus network to sustain and enable a strong economy.

**2.3.23** A recent report by campaign group Greener Journeys highlights the following key figures that emphasise the importance of bus travel and its associated benefits to society:

- Every **£1** spent on investment in local bus priority measures can deliver up to **£7** of net economic benefit
- There is a significant relationship between accessibility by bus and employment. A **10%** improvement in access to bus services would mean **50,000** more people in work.
- Bus users create more than £64 billion worth of goods and services.
- 3.5 million people in the UK travel to work by bus and a further one million use bus services as a vital back up

**2.3.24** A study for the Passenger Transport Executive Group (PTEG)<sup>2</sup> notes the following key figures which emphasise further the importance of bus travel and its associated benefits to society:

- In Metropolitan areas, bus networks generate an estimated **£2.5bn in economic benefits** against public funding of **£0.5bn** – around £1.3bn reflects user benefits from access to jobs, training, shopping and leisure opportunities;
- More people in Great Britain access the High Street by bus than by any other mode, approximately 40%. Of this figure, bus users make 1.4 billion shopping trips per year, spending an average of £30 for each return trip. This equates to an estimated retail spend of **£21 billion**;
- Greater than **50%** of students over the age of 16 are frequent bus users, illustrating the importance of the bus in connecting people with **education and opportunities**; and

- The bus industry has a turnover in excess of **£5bn** nationally, the majority of which is put back into regional and local economies through the supply chain and consumption expenditure by staff.

**2.3.25** The project will support the objectives of the RTS and contribute to the overall City Deal objectives through:

- **Safety & Security:** to improve the safety and Security on the transport system
- **Modal Shift:** to increase the proportion of trips undertaken by walking, cycling & public transport
- **Excellent Transport System:** To enhance the attractiveness, reliability and integration of the transport network.
- **Effectiveness and Efficiency:** to ensure the provision of effective and efficient transport infrastructure and services to improve connectivity for people and freight.
- **Access for All:** to promote and facilitate access that recognises the transport requirements of all.
- **Environment and Health:** to improve and protect the environment by minimising emissions and consumption of resources and energy by the transport system
- **Economy, Transport and Land-use Planning:** to support land-use planning strategies, regeneration and development by integrating transport provision.

**2.3.26** SPT is preparing a new RTS for Strathclyde and is using a Scottish Transport Appraisal Guidance (STAG) based approach to delivery of the Strategy. Key concerns already emerging from the issues and objectives stage of development include:

- **88%** of bus users travelling to work feel that they experience transport related issues/challenges including reliability of services, frequency of services.
- **75%** of cyclists feel that they experience transport related issues/challenges including lack of segregation from motorised traffic, condition of surfaces, behaviour of other road users
- **50%** of people who had been looking for work in the past 6 months said that they felt they had been unable to take up an employment opportunity due to transport-related issues, with predominant issues being availability and directness of public transport and cost of public transport fares, especially in relation to low wage jobs;
- People who regularly use a car said that they would be encouraged to use public transport more often instead of their car if journey times by public transport were quicker than by car, and if public transport services were more frequent, reliable and direct

**2.3.27** The new Strategy, due to complete in 2021, presents a huge opportunity to shape the future of transport in the west of Scotland for many years to come.

### ***Strathclyde Bus Investment Programme***

- 2.3.28** The Assurance Framework 2019 includes the Initial List of Projects which were assembled during the Programme Assembly exercise in 2013/14. The list included the Strathclyde Bus Improvement Programme with SPT as the proposed Project Sponsor.
- 2.3.29** The City Deal Programme Business Case shows that, as at the end of March 2019, the SBIP remains the only project from the Initial List not to have a SBC approved.
- 2.3.30** Significant improvement in bus patronage is still required across the Region. Given the scale of the challenge, the provisional (subject to approval of business case) City Deal allocation of £30m would not deliver the improvement which is required to transform bus services across the City Region and a significant additional investment is required. Indeed, the original project proposal which was put forward by SPT prior to the signing of the City Deal was based upon a package of initial transport project proposals estimated to cost up to £295m.
- 2.3.31** SPT remains committed to improving sustainable transport options across the region. The SBIP was designed to complement SPT and partner's future plans in order to maximise benefits realised through this important investment. The SBIP is a package of measures which, when taken as a whole and complementary to SPT's and other public / private sector investment in sustainable transport, will assist in delivering significant benefits to the people, communities and businesses of the Clyde Valley, and the whole of the Strathclyde region.
- 2.3.32** As outlined in the approved GCR Cabinet report (October 2019), the most effective use of the project budget for the SBIP would be to utilise it to deliver a focused set of interventions to support bus infrastructure and increase passenger usage within a specific area, with this serving as a pilot study for a more ambitious future programme of investment of the scale previously envisaged in 2013/14.

### ***SBIP Project Objectives and Contribution to City Deal***

- 2.3.33** The SBIP focuses upon providing improved bus services and facilities across the region, making it easier, cheaper and more attractive to travel by bus. The project will allow more access to jobs, healthcare, goods and services, education and training and will play a crucial role in supporting City Deal projects. Project Objectives have been set as:
- Delivering a comprehensive network;
  - Maximising network performance and standards;
  - Integrating the network;
  - Promoting the network;
  - Ensure a safe and secure network; and
  - Delivering a greener network.
- 2.3.34** The SBIP will provide a step change in public transport use across the region, enabling key connections to jobs, education and recreation. It will help to improve strategic

connections to key locations, underpinning and stimulating economic growth, social cohesion and reducing emissions.

**2.3.35** SPT recognises that a fast, efficient, accessible and reliable transport system is vital to economic growth in the West of Scotland, as good transport systems support businesses and also play an important part in breaking down the barriers of poverty, promoting social inclusion and making real changes in people's lives. East Dunbartonshire's City Deal Project will focus transport intervention on:

- Focused set of interventions to support bus infrastructure and increase passenger usage within a specific area, with this serving as a pilot study for a more ambitious future programme of investment across the City Region as previously envisaged in under the proposed Strathclyde Bus Improvement Programme.
- Delivery of a step-change in access by bus on these radical corridors, bringing wider societal benefits, including inclusive growth, access to employment and reduced emissions
- Active travel networks connecting settlements in East Dunbartonshire as well as connecting local areas with the wider Glasgow City Region, in particular north Glasgow
- A803 quality bus route corridor to improve public transport connections throughout East Dunbartonshire and North Glasgow The creation of Park & Ride facilities in Bishopbriggs to support the increased and continued use of public transport for the whole of East Dunbartonshire and the wider region
- Encouraging more sustainable travel methods through integrated travel hubs, therefore promoting 'smarter choices' for travel.

**2.3.36** Successful delivery of the pilot will allow SPT to develop a lessons learned exercise which informs future investment decisions and links with the emerging Regional Transport Strategy. SPT and Local Authorities will incorporate further corridor improvements into future capital investment programmes, including city deal projects should further funding become available. This learning will inform the development of future transport policy and will be progressed via the work of the City Region Transport and Connectivity Portfolio Group.

## **Local**

### ***Local Outcome Improvement Plan (LOIP)***

**2.3.37** The East Dunbartonshire City Deal project will help achieve many of the Local Outcomes that have been identified in the LOIP as follows:

- *Local Outcome 1 – East Dunbartonshire has a sustainable and resilient economy with busy town and village centres, a growing business base, and is an attractive place which to visit and invest.*

- *Local Outcome 2 – Our people are equipped with knowledge and skills for learning, life and work.*

**2.3.38** The LOIP and subsequent Place ('locality') plans set out aims and actions to help address inequality in the communities within East Dunbartonshire which contain high levels of deprivation in relation to the SMID. These are covered in four Place Plans – Lennoxton, Auchinarin in Bishopbriggs, Hillhead & Harestanes in Kirkintilloch and Twechar.

#### ***East Dunbartonshire Local Development Plan (LDP)***

**2.3.39** The Local Development Plan sets out a land use strategy for East Dunbartonshire in order to deliver the Local Outcome Improvement Plan. The policies contained in the LDP intend to improve the quality of East Dunbartonshire as a place to live, work and visit. The East Dunbartonshire City Deal project will directly contribute to the achievement of the following policies from the LDP:

- *Policy 1 – Sustainable Economic Growth*
- *Policy 4 – Sustainable Transport*
- *Policy 5 – Green Infrastructure and Green Network*
- *Policy 12 – Retail and Commercial Development*
- *Policy 13 – Creating a Supportive Business and Employment Environment*

#### ***East Dunbartonshire Economic Development Strategy***

**2.3.40** This strategy has been developed to set out the key challenges and opportunities in East Dunbartonshire. The work delivered through this strategy will contribute to the Glasgow City Region to achieve wider growth that benefits neighbouring authorities.

**2.3.41** The priority themes that support this strategy are: *Town and Village Centres, Business Growth and Support, and Sustainable Development*. The East Dunbartonshire City Deal Project has been developed with this strategy being used as a guiding principle. Town Centres, business growth and sustainability are all predominant features of this project and its investment objectives.

#### ***East Dunbartonshire Local Transport Strategy***

**2.3.42** As part of the development of EDC's Local Transport Strategy (LTS), the final draft of which was recently approved for consultation, discussions have also been ongoing with local bus operators regarding the challenges and opportunities they face operating in the area and the wider city region. Through these discussions it is evident that there is a very clear opportunity for EDC to deliver its programme ambitions whilst working with SPT to contribute towards local transport priorities, namely:

- Attractive, seamless, reliable travel;

- Improved connectivity;
- Access for all; and
- Reduced emissions

**2.3.43** The discussions between EDC, SPT and GCC have identified that there is an opportunity to deliver a step-change in access by bus on these radial corridors, bringing wider societal benefits including inclusive growth, access to employment, and reduced emissions.

#### ***East Dunbartonshire Active Travel Strategy***

**2.3.44** East Dunbartonshire's Active Travel Strategy sets a framework for active travel projects in East Dunbartonshire and increasing participation in active travel across East Dunbartonshire which will complement the Local Transport Strategy.

**2.3.45** The implementation of the Transport Improvement Strategy will see Active Travel network infrastructure being developed in order to link potential workforce populations to key locations in East Dunbartonshire and North Glasgow.

#### ***Glasgow Community Plan***

**2.3.46** The Glasgow Community Plan is published by the Glasgow Community Planning Partnership (GCPP), which brings together public agencies to improve the city, its services, and the lives of people who live and work here. It identifies two shared priority areas (childcare and transport) and three focus areas (economic growth, resilient communities and a fairer, more equal, Glasgow). In relation to transport, the Community Plan aims to build on existing plans, strategies, and progress to deliver:

- Transport that serves communities as well as the city centre and is designed around how people live their lives;
- A connected transport strategy for Glasgow that links people to shops and services, education, healthcare, training and job opportunities, and to entertainment and events;
- An integrated ticketing system;
- Clean, safe, and affordable public transport
- An accessible public transport system with a reputation for taking care of its passengers;
- A sustainable system with a road and pavement network that allows you to walk or cycle across the city; and
- Support for the city's plans with other neighbouring authorities to achieve better connections to the airport, road network, and railways.

**2.3.47** The Place and Growth Programme through connectivity with East Dunbartonshire and the surrounds adheres with these strategic aims.



## ***East Dunbartonshire Air Quality Management Plan***

**2.3.48** An AQMA within Bishopbriggs was declared in Bishopbriggs in 2005 consisting of an area covering a 60m corridor along the A803 Kirkintilloch Road between Colston Road and a point 30m north of Cadder Roundabout. The AQMA was declared because of NO<sub>2</sub> and PM<sub>10</sub> exceedances. In 2009 the finalised AQAP was outlined for Bishopbriggs to outline EDC's proposed actions to reduce pollutant concentrations within the declared AQMA and this was updated in 2012. The update showed that levels of NO<sub>2</sub> had increased but PM<sub>10</sub> decreased. The actions to reduce air pollution include:

- Support to reduce atmospheric pollution at national level
- Support construction of phases 3 to 5 of the BRR to the east of Bishopbriggs
- Support and facilitate implementation of the A803 quality bus corridor (QBC) through Bishopbriggs to Kirkintilloch
- Investigations of options in Bishopbriggs town centre to improve access to Bishopbriggs station and opportunities for active travel (dependant on the BRR being completed)
- Investigate options for a Bishopbriggs East/Westerhill transport hub comprising a bus terminal, rail halt and park and ride facility
- Improve walking and cycling infrastructure within Bishopbriggs.

**2.3.49** This document shows that there is a great need to deliver on actions identified in the plan to ensure that air pollution in Bishopbriggs is improved and there is a more pleasant and attractive environment. Since the 2012 plan there have been updates in 2018 which show improvements in air pollution in Bishopbriggs but the AQMA remains in place. The City Deal Project seeks to address the outstanding actions of the Air Quality Management Plan for Bishopbriggs along the A803.

### ***The SBC and City Deal Objectives***

**2.3.50** This Strategic Case seeks to address problems of connectivity, declining town centres, attractiveness of business land and inclusive growth. The Place & Growth Programme will contribute to City Deal objectives by:

- **Spread the benefits of economic growth across the City Region** – Improving transport and travel routes and improving the employment opportunities within East Dunbartonshire, will improve accessibility for all East Dunbartonshire residents and for those across the region.
- Provide a more integrated sustainable travel and bus route corridor along the route corridor which links opportunities in East Dunbartonshire into north Glasgow and to and from the city centre;

- Provide opportunity to develop links between A803 route corridor such as the A803 and other locations such as City Deal Supported Sighthill; further and higher education opportunities at Collegelands, Glasgow Kelvin College; primary health services at Stobhill Hospital and the Royal Infirmary; and a range of employment and retail opportunities along the A803 and Bishopbriggs Relief Road
- Improvements to the connectivity and transport links between key employment sites along the Bishopbriggs Relief Road;
- **Creating new jobs and support inclusive growth** – through construction of project components and enabled follow on developments for the region and local people, and communities experiencing levels of deprivation.
- **Supporting unemployed people into work** – ensure that project contracts include community benefits that can support those looking for work.
- **Deliver additional GVA across the City Region** – construction activity from projects and follow on benefits will be generated in the supply chain through new business/employee/household spend.
- **Leverage private sector investment in stalled spaces** – the anticipated follow on mixed use business led development at strategic sites.

### ***Constraints and Barriers to Growth***

**2.3.51** The main constraints and barriers to growth are:

- Congestion, environmental and air quality along route corridors and the town centres;
- Accessibility barriers to access employment within East Dunbartonshire and within the wider city region;
- Unlocking of mixed use opportunities at locations such as Westerhill hindered by limited connectivity, road infrastructure, increasing congestion on other connecting routes, and a lack of a coordinated holistic regeneration plan for the area;
- Brownfield sites that require connections and intervention to create marketable opportunities;
- Fragmented land ownership at business land locations such as Westerhill area which would lead to piecemeal development;
- The significant volume of home-based businesses within East Dunbartonshire are being limited by lack of flexible and accessible accommodation;
- Lack of development platforms to attract new businesses and grow existing;
- Poor public realm, accessibility and environment within the town centre

**2.3.52** To meet the strategic needs identified above and to deliver project objectives the following local challenges need to be addressed through the East Dunbartonshire City Deal Project:

- Congestion having a negative impact on journey time reliability and air pollution, particularly on the A803 Bishopbriggs, and Bishopbriggs Town Centre.
- Congestion impacting on bus journey time reliability particularly on the A803 during peak times.
- Congestion impacting on the level of bus usage.
- Traffic congestion and existing road infrastructure is limiting potential of future growth in economic and housing developments such as Westerhill
- Areas of deprivation within East Dunbartonshire and at North Glasgow could be better connected to main areas of employment and main commuter routes/modes.
- Town centre pressures such as declining footfall, key businesses moving out of the town centre and declining public realm.
- Reliance of out commuting for employment opportunities
- Lack of high paid/value employment opportunities within EDC
- Lack of space for businesses to grow within East Dunbartonshire leading to loss of talent.
- Small enterprises and in particular work from home businesses need local professional and flexible business spaces.
- Local employment relies heavily on public sector
- Long standing vacant and derelict land identified for economic development.

#### ***Project Cost***

**2.3.53** The cost of the project is estimated to be £34.9mm of which the City Deal programme will fund £30m and EDC £4.9m. The Financial Case (section 4) outlines the funding sought to progress this project to Outline and Full Business Case.

#### ***Market Failure***

**2.3.54** The East Dunbartonshire City Deal Project will seek to address various market failures and the following strategic needs within East Dunbartonshire. The following table (Table 2.3) identifies the market failures and how they will be addressed.

**Table 2.3 – Market Failures**

Failure	Cause	Objective	Outcome
Traffic congestion and decline in bus usage	Reliance on private car for commuting  Unattractive public transport modes	Promote sustainable transport  Deliver a sustainable transport network  Support behavioral change to make public transport a more attractive option for people in both East Dunbartonshire and Glasgow.  Deliver final phase of BRR to enable route corridor improvements and increased active and sustainable transport	Reduced congestion  Reduced journey times (including bus priority measures),  Improved road safety  Enhanced access  Bus service reliability, and quality of infrastructure  Increased use of bus services and active travel levels  Integration with other modes (including active travel and park and ride),  Enhanced sustainable information (including Bus real-time),
Air quality problems on the A803	Reliance on private car  Congestion on A803	Promote sustainable transport  Deliver a sustainable transport network  Deliver final phase of BRR  Invest in environmental and public realm improvements on the A803	Reduced congestion  Reduced journey times  Improved road safety  Enhanced access  Improve environment
Declining Town Centre and	Vacant units/site  Declining footfall	Deliver sustainable transport projects	Enhanced accessibility of employment/business areas  Reduction in vacant units

	<p>Poor public realm</p> <p>Traffic congestion</p>	<p>Invest in town centre business spaces and re-use vacant units</p> <p>Invest in the public realm to improve accessibility and the town centre environment, and work with community and businesses to support town centre events and initiative</p>	<p>High quality environment</p> <p>Reduced congestion</p> <p>Reduced journey times</p> <p>Improved road safety</p> <p>Enhanced access</p>
<p>Lack of business ready units for companies to grow into</p>	<p>Improved connectivity to vacant and derelict land</p>	<p>Improve access to the site by completing the BRR and investing in public and active transport</p> <p>Work with key stakeholders to masterplan economic development to direct the most appropriate land uses to the right areas.</p> <p>Promote and enable development of vacant and derelict land</p> <p>Work with key stakeholders to understand their needs for growth.</p>	<p>More diverse employment opportunities</p> <p>Widening of the labour market</p> <p>Enhanced accessibility of employment/business areas</p> <p>Businesses attracted to locality</p> <p>Land unlocked for private development</p>
<p>Lack of high quality jobs and diverse employment opportunities</p>	<p>Over reliance on public sector</p> <p>Lack of space for businesses to grow into</p> <p>Lack of small flexible spaces for micro-businesses</p>	<p>Improve accessibility of key economic development areas.</p> <p>Promote and enable development of vacant and derelict land</p> <p>Work with key stakeholders to understand their needs for growth.</p> <p>Work with key stakeholders to masterplan economic development to direct the most appropriate land uses to the right areas.</p> <p>Invest in small flexible business space for micro-businesses.</p>	<p>More diverse employment opportunities</p> <p>Widening of the labour market</p> <p>Enhanced accessibility of employment/business areas</p> <p>Businesses attracted to locality</p> <p>Reduction in vacant units</p> <p>Land unlocked for development</p>

**2.3.55** The East Dunbartonshire's City Deal proposal will promote inclusive growth in the local area and wider Glasgow City Region, ensuring that the additional local economic activity created is sustainable, equitably distributed and does not have a negative impact on the economy of the wider City Region. In addition, as a key outcome of the sustainable transport element of this SBC will be to demonstrate transformative partnership working between councils, SPT, operators, Transport Scotland and others to a higher level than previously experienced, thereby setting the standard for improving corridors across the city region in future.

**2.3.56** This proposal has several components. Without public sector intervention to incentivise, catalyse and leverage the private sector, any development and investment activity is likely to be smaller scale, piecemeal, delivered over a longer period, and with limited strategic focus/direction which would most likely not garner social benefits and inclusive growth. In addition, several component parts are within the control of the Local Authorities and SPT and can be used to lever private sector support e.g. improving transport and road access to make sites more attractive. Intervention to address the strategic needs is needed now to because:

- Public transport and active travel infrastructure needs to be modern and fit for purpose to make it the 'easy choice' for those commuting in and out of East Dunbartonshire and encourage modal shift away from the current situation of private car dominance, and increase the level of use of more sustainable modes of transport;
- Improvements to the transport network and bus route corridors are needed to allow improvements to the environment of our town centres in terms of air quality and public realm;
- A high standard of sustainable transport access is an essential mark of a successful city region, and the development of a strategic quality transport corridor as part of this project will act as a pilot and proof of concept in delivering a transformational step change in access on other corridors across the region;
- Capacity of the network will reach a point that cannot support economic development, release of housing land and the transport network will not support the flow of commuters in and out of the region. Good work has already been done through the investments in KLR (Initiative Road), phases 1 to 4 of the Bishopbriggs Relief Road and active travel route such as Forth and Clyde Canal Towpath (NCN 754). More intervention is required to capitalise on previous work and ensure a strong infrastructure network that will continue to support growth and modal shift;
- Improvements to the transport network are needed to allow improvements to the environment of our town centres in terms of air quality and public realm;
- Town Centres are under increasing pressure, with national footfall drawing companies to withdraw from units (e.g. Clydesdale Bank, Royal Bank of Scotland) leaving long term vacancies. Intervention is needed to improve the quality of the environment and encourage new uses in empty units which will generate footfall and local jobs.
- Improving access to East Dunbartonshire's economic development sites will not only be more attractive to new businesses but will allow businesses looking to grow space that can fulfil their potential and retain talent in the region.
- Intervention is needed to improve the quantity of high value, high quality jobs in East Dunbartonshire. This will help to ensure that less skilled, less mobile

residents and workers in East Dunbartonshire will not be 'left behind' with low workplace earnings, high housing costs and already high wage differentials that will increase further as the rest of the city region grows through City Deal project intervention.

### ***Counterfactual Case***

**2.3.57** Not delivering the projects contained within the East Dunbartonshire City Deal Project will result in:

- Increased congestion between East Dunbartonshire, Glasgow and wider City Region;
- Reliance on private car for journeys between East Dunbartonshire and wider region long routes such as the A803;
- Poor connectivity between skilled workforce and employment opportunities across the City Region;
- Continued lack of opportunities to enable those furthest from the labour market into training, job opportunities and sustainable employment;
- Lack of opportunities for communities identified as having the highest levels of deprivation
- Poor connectivity and linkage between route corridor such as the A803 and other communities, major further education establishments and key regeneration areas in Glasgow;
- Lack of expansion capacity for SMEs;
- Further decline of existing business base, land and property quality, resulting in an increasingly fragmented business infrastructure unable to sustain economic growth and job creation;
- Inability to unlock dormant brownfield development land for business and elements of housing;
- Vulnerability and reduced opportunities to regeneration and improve town centres; and
- Inability to support land for economic led development.

## **2.4 Project Objectives**

**2.4.1** East Dunbartonshire has an important role to play in the Glasgow City Region in relation to the provision of a skilled workforce and creating attractive locations for people to live.

**2.4.2** This project would deliver a package of transport infrastructure activities and town centre investments that will alleviate market failures, environmental improvements and exploit regional and local economic opportunity by enabling development activity and attracting investment at key sites.

**2.4.3** The Objectives for the East Dunbartonshire City Deal Project are:

- i. Support the provision of a well-connected skilled workforce within the City Region through improvements by creating greater accessibility to jobs into the City Region and into East Dunbartonshire:
- ii. Improve the accessibility between East Dunbartonshire and Glasgow, and ensure East Dunbartonshire is as an attractive place to establish or grow business to support innovation and businesses growth by tackling key issues relating to connectivity into the main settlement areas within East Dunbartonshire,
- iii. Ensure the employment opportunities created from the Place and Growth Programme are accessible by public transport, and improve bus patronage from East Dunbartonshire residents commuting to the City and employment locations in the north of Glasgow;
- iv. Reduced barriers to jobs locally, through the diversity and improved quality of the local employment opportunities and by improving connectivity and access to the wider City Region for local workforce in East Dunbartonshire;
- v. Support development of existing business locations and enable the unlocking of key business land sites to enable more small and medium enterprises to grow;
- vi. Enable larger commercial development and elements of housing delivery by providing infrastructure to assist in the unlocking of sites,
- vii. Stimulate town centre regeneration by providing new business space and a high quality physical environment to work and live.



**Table 2.4 Summary Table of Project Objectives**

<b>Project Objective</b>	<b>Specific</b>	<b>Measurable</b>	<b>Attainable</b>	<b>Relevant</b>	<b>Time Bound</b>
<b><i>Support the provision of a well-connected skilled workforce within the City Region through improvements by creating greater accessibility to jobs into the City Region and into East Dunbartonshire</i></b>	Objective seeks to ensure the skilled workforce of East Dunbartonshire have improved road infrastructure and sustainable transport provision including public transport and active travel modes to employment sites in East Dunbartonshire and across the region.	Positive impact on major Route corridor such as A803 e.g. public transport journey time.  Number of trips on public to and from key employment sites.  Km of new road delivered	Improvements proposed under the EDC Place and Growth programme will reduce vehicle numbers on A803 and improve journeys by public transport.	Improvement proposed are in line with National, regional and local policy documents and have had STAG appraisal and feasibility studies conducted	The EDC Place and Growth programmed to be complete by 2030 with sustainable transport links evident in subsequent years beyond the City Deal programme.
<b><i>Improve the accessibility of East Dunbartonshire as an attractive place to establish or grow business to support innovation and businesses growth by tackling key issues relating to connectivity into the main</i></b>	Objective seeks to provide businesses at every stage the potential of space to grow. This will be done by masterplanning, improving connectivity to strategic sites and providing small incubator spaces within the town centre.	Sq footage of incubator space created  Businesses start up and business growth – Business Gateway Number of businesses within the project area	Improvements proposed support connectivity and accessibility to new and existing sites in economic areas.	Businesses operating in the area and looking to grow have cited lack of growth opportunity as a barrier to their growth or forcing them to leave the area.	The EDC Place and Growth programmed to be complete by 2030 with sustainable transport links evident in subsequent years beyond the City Deal programme.

<b>settlement areas within East Dunbartonshire</b>					
<b>Ensure the employment opportunities created from the Place and Growth Programme are accessible by public transport, and improve bus patronage from East Dunbartonshire residents commuting to the City and employment locations in the north of Glasgow;</b>	Objective seeks to ensure accessibility to jobs from communities within East Dunbartonshire and elsewhere in the city region through increased public transport and active travel. .	Commuting journeys by public transport  Increase in bus usage  Increase in commuting by other sustainable modes of transport	Reduced vehicle numbers on A803 and increase journeys by public transport.	Decreasing use of buses. Increased car use and congestion. Supports a range of national, regional and local transport policy.  Supports other projects and initiatives in the city region (namely through North Glasgow) designed to improve transport and active travel.  Climate change, emissions and sustainability targets.	The EDC Place and Growth programmed to be complete by 2030 with sustainable transport links evident in subsequent years beyond the City Deal programme.
<b>Reduced barriers to jobs locally, through the diversity and improved quality of the local employment opportunities and by improving connectivity and access to the wider City Region for local workforce in East Dunbartonshire</b>	Objective seeks to ensure that residents can access jobs across the region and in East Dunbartonshire by improving transport links and improving the job offer within East Dunbartonshire.	Commuting journeys by public transport and in particular increase bus usage  Employment numbers  Number of people working in East Dunbartonshire	Improvements such as new road infrastructure which will increase attractiveness of sites for new or growing businesses.	Large numbers of East Dunbartonshire resident commute for work therefore there is a need to ensure the skilled workforce can commute easily to other areas of the Region to take up employment opportunities.	The EDC Place and Growth programmed to be complete by 2030 with sustainable transport links evident in subsequent years beyond the City Deal programme.

		SIMD data set change in areas of deprivation		The job offer locally is not as high quality and well paid as in the region therefore there is a need to improve local offer to ensure there are opportunities for all.	
<b><i>Support development of existing business locations and enable the unlocking of key business land sites to enable more small and medium enterprises to grow;</i></b>	Objective seeks to improve access and help unlock economic development sites.	Ha of vacant/derelict sites with improved and new connectivity via infrastructure investment	Construction of a new road and associated transport and active travel routes will facilitate better access to vacant and derelict sites within identified economic development areas.	Businesses operating in the area and looking to grow have cited lack of growth opportunity as a barrier to their growth or forcing them to leave the area.	The EDC Place and Growth programmed to be complete by 2030 with sustainable transport links evident in subsequent years beyond
<b><i>Enable larger commercial development and elements of housing delivery by providing infrastructure to assist in the unlocking of sites,</i></b>	Objective seeks to stimulate take up and development of industrial and business sites at key economic development sites and within the town centre	New infrastructure to provide access to key sites.  Take up of vacant/stalled sites.	Infrastructure improvements will facilitate access to vacant site to allow development.  Town centre public realm and transport improvements will create a more vibrant attractive location to invest.	STAG appraisals show congestion on key routes to sites impacting on their attractiveness	The EDC Place and Growth programmed to be complete by 2030 with sustainable transport links evident in subsequent years beyond the City Deal programme.

<p><b><i>Stimulate town centre regeneration and tourism opportunities by providing new business space and a high quality physical environment to work, live and enjoy</i></b></p>	<p>Objective seeks to improve attractiveness and accessibility of town centre and tourism assets.</p>	<p>Footfall Vacancy rates Sq m of public realm improvements Ha. of vacant regeneration sites redeveloped / remediated along assets such as canal corridor</p>	<p>Infrastructure improvements e.g. road and transport will improve issues around congestion, air pollution and sustainable access leading to opportunities to improve the public realm to be fit for a modern day town centre.</p>	<p>Scottish Government promotes the Town Centre First policy and EDC has recently published Town Centre Action plans showing problems faced by our town centres  EDC Ec Development Strategy. Regional Economic Strategy and Tourism Strategy.</p>	<p>The EDC Place and Growth programmed to be complete by 2030 with sustainable transport links evident in subsequent years beyond</p>
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*Appendix 1 outlines project activities, outputs and outcomes in the Logic Model.*

## **2.5 Existing Arrangements**

- 2.5.1** The East Dunbartonshire: Place and Growth Programme has been developed and informed by a review of economic opportunities, and regional challenges aligned to the strategic need.
- 2.5.2** While there are existing arrangements (for example Local Development Plan allocations, previous delivery of phases of the BRR) and funding opportunities (e.g. RCGF, Community Links Plus, and developer contributions), the integrated programme of activity outlined in the SBC could not be delivered without this scale of funding.
- 2.5.3** The programme of investment outlined in the SBC relates to major relief road infrastructure, sustainable transport investment (including bus corridor and active travel routes), public realm improvements and town centre business space and as a coordinated programme of work this cannot be delivered by the private market.
- 2.5.4** The Local Development Plan allocations, action plans and planning applications show that despite the aspirations of the SBC being included in strategy documents, private sector proposals have proposed piecemeal development. This funding needed to allow a holistic approach to enable key sites and better connect areas of deprivation through transport infrastructure to address market failure and realise economic opportunities.
- 2.5.5** The existing arrangements at Westerhill relate to Bishopriggs Relief Road (BRR) has only been completed to the fourth phase, with the outstanding fifth and final phase required to reach and enable strategic sites. Currently the BRR (Phase 4) stops at to the south east corner of these strategic sites, with road access taken via more minor route to the south (Westerhill Road). There is one bus turning circle on Westerhill Road opposite Aviva building. Dedicated cycle lanes are revised along the fourth phase of the BRR (the Westerway). Road infrastructure and accessibility is therefore limited to the existing road network to the south of this location.
- 2.5.6** A level of public transport and active travel infrastructure exists via bus routes along the A803 into Glasgow, and new active travel links at the BRR phase 4. There are a number of limitations associated with the existing arrangements in terms of transport infrastructure, and the levels of connectivity that are provided.
- 2.5.7** The current arrangement along the A803 route corridor includes: ten bus services; thirty bus stops; twenty three shelters and nineteen Real Time Passenger Information units. There is currently one small section of bus priority lane and very limited provision for active travel above standard pavement arrangements. Bus travel time on the existing arrangements will vary dependent on the route and service, and this information will be further described at OBC stage. Two current examples include Cadder Opposite Cadder Road at Strathkelvin Retail Park to Royston after Baird Street AM Peak Inbound 27mins, (Outbound 26mins), and Bishopriggs Cross to Royston after Baird Street Inbound 17mins (Outbound 12mins).

- 2.5.8** Route corridor improvement work has taken place within East Dunbartonshire to an extent with a focus on elements such as real-time information. An integrated package of measures to improve bus priority and the physical infrastructure, active travel and other activity is required, which is delivered through a coordinated approach. There is currently no existing arrangement which can deliver the integrated approach to sustainable transport improvements across Council boundaries, including linking closely with other investments such as the major transport infrastructure of the BBR and any town centre enhancements.
- 2.5.9** This project increases the opportunities to improve sustainable transport, in particular the delivery in increased bus usage and a better integrated transport network in East Dunbartonshire and across into other areas of the city region.
- 2.5.10** A key outcome of this SBC will also be to demonstrate transformative partnership working between councils, SPT, operators, Transport Scotland and others to a higher level than previously experienced, thereby setting the standard for improving corridors across the city region in future. As outlined earlier in this section, the successful delivery of the pilot will allow SPT to develop a lessons learned exercise which informs future investment decisions for further corridor improvements across the City Region.
- 2.5.11** The existing arrangement within Bishopbriggs Town Centre is one whereby the overall trading environment, public realm and connectivity is very poor. Public spaces are limited and of poor quality and accessibility for pedestrians and cyclists is impacted by the dominance of traffic and car orientated infrastructure. A pedestrian underpass arrangement exists, along with a number of challenges relating to changes in levels between Kirkintilloch Road and parts of the main shopping area. As outlined previously in the SBC the A803 suffers from congestion and pollution, and the town centre is within an Air Quality Management Area. Refurbishment work is underway to St Mathews Church within the town centre, and store improvement plans are currently being progressed by Morrisons supermarket. Vacant ground and upper floor units are prevalent and the SBC has identified the need for the introduction of alternative types of uses to support small businesses via incubation space. Currently East Dunbartonshire has a very high number of small businesses and home based businesses. The only example of real dedicated touch down/ incubation space is provided in Kirkintilloch, which is a small privately run provision.

## **2.6 Project Summary**

- 2.6.1** The strategic objectives of the project will be achieved through the delivery of the following outputs:
- Delivery of phase 5 of the Bishopbriggs Relief Road to unlock strategic sites and complete the route through East Dunbartonshire and Glasgow north;
  - Development of the A803 and supporting public transport infrastructure to create a key bus route corridor between East Dunbartonshire and Glasgow City Centre, serving the north of Glasgow and a range of key retail, regeneration, health and education facilities; and

- Support the wider delivery of Bishopbriggs Town Centre regeneration through provision of business space, improved accessibility and physical environment.

**2.6.2** As discussed in section 2.5 Existing Arrangements, there are no other interventions or arrangements that would holistically deliver the outputs above..

### **Cost**

**2.6.3** The cost of the project is estimated to be £34.88m. of which the City Deal programme will fund £30m and EDC £4.88.

**2.6.4** Indicatively it is considered that the cost will be spent on:

- Completing the major road infrastructure through for example BRR phase 5 delivery
- Improving sustainable transport and active travel routes
- Improvements to Town Centres, for example at Bishopbriggs

**2.6.5** This will be further investigated through options appraisals at the Outline Business Case stage.

### **Critical Success Factors**

**2.6.6** The following outcomes have been identified for the project and a successful project would see:

- Contribute to relevant national, regional and local policy priorities, including, supporting access, environmental and economic sustainability, enterprise and regeneration;
- Delivery of all City Deal funded project activity on time and within budget;
- Enhanced transport network to improve connectivity to strategic sites and employment opportunities, and to ensure communities have access to the same economic opportunities as other residents within the city-region;
- Increased bus usage and greater levels of active travel;
- Development and investment activity at key strategic sites is enabled and accelerated
- Generate net additional employment and GVA through both the City Deal funded infrastructure activity and the follow-on private investment;
- Delivery of improved environment in town centres in relation to air quality and public realm;

### **Similar interventions**

**2.6.7** The SBC sets out a strategy and ‘preferred way forward’ from which specific capital infrastructure projects will be developed in detail at OBC stage.

**2.6.8** The impact and lessons from similar types of interventions have been considered as part of the SBC and the Preferred Way Forward. The following types of interventions considered have included:

- Completion of previous phases of the BRR (site conditions, landownership, third parties and contractual risk)
- Completion of previous phases of the BRR (impact on connectivity, releasing developable land and delivering development such as housing and active travel infrastructure)
- Completion of the Kirkintilloch Relief Road to provide increase connectivity between settlements and other major transport routes. Completion of this to unlock and enable mixture of employment and housing development.
- Various transformative town centre regeneration and environmental improvement projects relating to transport, access, and public realm (street design and public space). This includes projects local to East Dunbartonshire and elsewhere in Scotland.
- Different scales and models of business incubation space projects in other town centres in Scotland. Route Corridor improvements elsewhere in Scotland and UK focused on public transport improvements, for example ‘Connecting Leeds’ programme; Fastway (West Sussex and Surrey) bus priority measures (impact - 19% in traffic levels over 7 years); Belfast Glider BRT system using high quality vehicles, halts and real-time information systems (impact - 30% increase in ridership); Park and Ride projects, and active travel networks.

## **2.7 Dependencies and constraints**

**2.7.1** The following table outlines the high level dependencies and constraints considered at this stage, and how they will be managed. This will be developed further at Outline Business Case.

**Table 2.7 Dependencies**

Dependencies	How they will be managed:
<b>Internal dependencies (EDC)</b>	
Available skills and resource	EDC will work with the relevant teams to ensure that resources and training needs are planned. Where EDC does not have the relevant people with the relevant skills the management team will



	work with others e.g. procurement to ensure that this need is met. This is set out further in section 5.
Appropriate marketing / management strategies	EDC has a good track record of project management and has adopted the PRINCE 2 methodology. In addition the required governance to oversee the project has already been initiated as part of preparation of the SBC and will continue throughout the programme.
Provision of appropriate business support	EDC already works with businesses to support their start up and growth. This would continue through Business Gateway support and the Project Management Team and Business Gateway would work closely together.
Appropriate prioritisation and programming of each project component	EDC has a ten year Capital Programme which would take into account this proposed programme. The project components have been documented in policy documents which have been fully consulted upon however further community, business and stakeholder engagement would take place to help shape the project and create local priorities.
Continued Political support for all project components	EDC will regularly report on the overall programme and its component parts through formal committee papers.
<b>External dependencies</b>	
Partnership between EDC, SPT and GCC	EDC as lead project sponsor will work in partnership with SPT and GCC in developing the to develop and deliver this project into the OBC, FBC and delivery stages.
Various locations, communities and projects in Glasgow to ensure maximum benefits are realized through this project in order to strengthen links to various locations and projects, including the ongoing City Deal supported development in the north of the city around the Sighthill area and improved accessibility to road, residential and transport developments, public services and retail opportunities over the local authority border in north Glasgow around Robroyston.	The continued collaborative approach and alignment of priorities through this project will be required to help maximize the opportunities and any risks associated with the dependency.

Realise real advantages by reducing congestion and air pollution along main arterial routes into north Glasgow by promoting and improving access to active routes and public transport	The continued collaborative approach and alignment of priorities through this project will be required to help maximize the opportunities and any risks associated with the dependency.
Delivery agreement between partner organizations	The continued collaborative approach and alignment of priorities through this project will be required to formulate arrangements will allow delivery of investment within East Dunbartonshire and Glasgow relating to agreed route corridor improvements.
Lack of capacity in the supply chain to deliver the projects	Work with procurement to scope the requirements, work with the supply chain to avoid conflicts and programme work to be staged so there is not an over demand of construction work.
Working with landowners for access to land/sites.	Mainly covered in the next section but the delivery of land to the west of the proposed new road will rely on close work with the landowners and interested businesses to ensure that objectives of the project can be achieved while meeting their aspirations.
Community support for projects	A Stakeholder engagement plan would be created and reported on at governance boards to ensure component projects remained on track and local needs are being met where appropriate.
Economic and financial conditions (EU exit)	Working within the Council's and COSLA's contingency guidance and ensuring programme management take into account any impacts such as delay in materials and the appropriate action is taken.

**2.7.2** Key constraints on which the successful delivery of the project are depended on are:

- Programming to minimise disruption: Ensure that the programme is planned out in a way that minimises disruption to businesses, community and the road network. This is particularly important around busy areas such as the town centre.

- Mixed use residential and commercial space to be delivered: This project will act as a lever to generate additional projects for residential and commercial developers. This will be scoped early in the OBC and work will take place with interested parties.
- Planning applications and other regulatory consents for follow on development: The Regeneration and Town Centre team will work to facilitate dialogue between developers and the planning authority or assessors of other statutory requirements early in the project to ensure maximum benefits can be delivered. A masterplan process will also be carried out at OBC stage to ensure the most appropriate land uses are directed to the most appropriate areas.
- Abnormal site constraints and physical barriers: Site investigations will be carried out at OBC stage to ensure abnormal and physical constraints are accounted for and mitigated against early in the process.
- Environmental considerations: The masterplan process and the Environmental Sustainability Plan will identify opportunities for environmental and biodiversity enhancement in particular around key strategic regeneration sites and new major transport infrastructure.
- Third party developments: As the project develops other developments on the fringe of the project may come forward which may present benefits, dis-benefits or conflicts. The team will engage with these stakeholders to iron out issues early in the process or mitigate any potential problems that may arise.

**2.7.3** The above internal and external dependencies and constraints is not an exhaustive list and further issues may be presented at OBC. This will be managed through managing by exception and presenting to internal Governance boards. Further detail can be found on this in the Management Case in section 4.

## **2.8 Partners and Stakeholders**

### ***Partnership***

**2.8.1** Following the presentation of EDC's SBC to Cabinet in April 2019, officers from EDC engaged with SPT and GCC to discuss how they could ensure that the employment opportunities being planned within the Place and Growth Programme could be accessible by public transport, and how they could secure improvements in bus patronage from EDC residents commuting to the City and employment locations in the north of Glasgow.

**2.8.2** These discussions have identified a number of shared priorities and benefits that could be delivered by aligning the proposed Place and Growth Programme and the SBIP, as well as strengthening links to the ongoing City Deal supported development in the north of the city around the Sighthill area.

**2.8.3** This SBC sets out an integrated approach to the delivery of a programme of traffic and transport infrastructure within East Dunbartonshire and the north of Glasgow to enable

follow on investment in strategic sites within East Dunbartonshire, to support inclusive growth and access to employment. The project scope of the SBC is based around the following three key elements:

- **Delivery of phase 5 of the Bishopbriggs Relief Road** to complete the route through East Dunbartonshire and Glasgow north, improving connectivity and unlocking strategic development sites to enable follow on investment;
- **Improvement to Sustainable Transport on the the A803 Route Corridor** to create a key bus route corridor between East Dunbartonshire and Glasgow City Centre, serving the north of Glasgow and a range of key retail, regeneration, health and education facilities; and
- **Bishopbriggs Town Centre Regeneration** through provision of business space, improved accessibility and physical environment.

**2.8.4** Officers from EDC and SPT and GCC are working in partnership on the development of the East Dunbartonshire City Deal project and SPT's public transport aspirations, as detailed in the SBC.

**2.8.5** A joint officer working group has been established between EDC and SPT and will involve officers from GCC and Transport Scotland to consider how SPT's priority to improve public transport connectivity into and from the city can be incorporated into EDC's City Deal project.

### ***Stakeholders***

**2.8.6** A number of stakeholders have been involved in, and have been consulted with on the development of the East Dunbartonshire City Deal Project and the production of this SBC. These have ranged from landowners, businesses, managing agents (land), investors and public sector agencies. A Stakeholder Matrix is included in **Appendix 6**.

**2.8.7** A programme of meetings and discussions took place from June to December 2018. These focused on initially reviewing the previous SBC proposals of 2015, and moved into discussion to develop and test current proposed SBC projects. The engagement has helped shape the current proposals and will continue to do so as the project progresses. EDC proposes to work with landowners, businesses, local community and other stakeholders to develop a masterplan approach. Dialogue is ongoing and will continue through the next stages of business case development.

**2.8.8** Primary stakeholders consulted as part of project development include:

- Landowners around BRR route
- Landowners around Westerhill
- Strathkelvin Retail Park owners
- Transport Scotland, public transport providers and Network Rail
- Morrison's supermarket and other land owners in the town centre
- EDC's own Estates & Assets, and Roads services

**2.8.9** EDC has also engaged and consulted with companies that are currently located in East Dunbartonshire, who have shown interest in and/or been identified as potential growth companies. These companies come from a range of sectors such as, but not limited to: food & drink, logistics, construction and tourism. Some of these businesses are already engaged with EDC through business support services such as Business Gateway.

**2.8.10** Other information has been drawn on from the recently approved and emerging Town Centre strategies and Locality Plans, which provide information such as Social Index of Multiple Deprivation data, and identify needs and requirements informed through a wide range of detailed consultation and engagement in these local communities, with local business, and Community Planning Partners.

**2.8.11** Further, a number of other partners will be consulted going forward, in order to fully design an appropriate and robust intervention and to ensure buy-in to the project proposals. Future stakeholder engagement during the project development process will include consultation with:

- Local businesses
- Local Business Forums and Economic Development Partnerships
- Landowners as identified above
- New College Lanarkshire
- Skills Development Scotland
- Scottish Enterprise
- Glasgow Chamber of Commerce
- Scottish Development International
- Neighbouring Local Authorities and
- The local community and local community interest groups.

**2.8.12** As this is an early stage of the project, further work on benefits, dis-benefits and conflict with stakeholders will be progressed at the OBC stage. EDC will continue to work closely with the stakeholders who have been engaged at this stage and to engage wider as the project moves forward.

## **2.9 Main risks**

**2.9.1** The main cases that are being monitored and managed as part of the East Dunbartonshire City Deal Project are (A full Risk Register is included in **Appendix 2**):

- Poor and environmentally sensitive ground conditions, including widespread presence of peat within the projects area: Early ground investigations, and an Environmental Impact Assessment will be required to identify appropriate measures to mitigate any adverse ground changes (for example mediatory project design changes, and associated peat restoration or other mitigation measures).

- **Complex hydrology:** The projects sits within close proximity to Low Moss, therefore appropriate drainage and mitigation measures will have to be undertaken to manage associated risks.
- **Multiple Landownership:** Early engagement with key stakeholders and effective communication to manage landowner aspirations (and expectation of land values) and community concerns.
- **State Aid:** Continued consideration to be given to State Aid tests through the next stages of the business case and project development.
- **Additional external skills/resources to deliver the projects:** Early scoping of required resources/skills at the OBC stage and where necessary procure the relevant services to mitigate this.
- **Delivery of projects across local authority boundaries:** The ongoing collaborative approach between EDC, SPT and GCC will manage any risks associated with delivering works across local authority area boundaries, in particular the sustainable transport element via route corridor improvements between East Dunbartonshire and Glasgow.

**2.9.2** At this stage, this project does not create new or increased risk for the delivery of the City Deal programme however the EDC team will work closely with the City Deal PMO at OBC stage to ensure that any risks that do arise that could impact on the City Deal programme are reported early, carefully managed and mitigated.

**2.9.3** This above risks are not an exhaustive list and further issues may be presented at OBC. This will be managed through managing by exception and presenting to internal Governance boards. Further detail can be found on this in the Management Case in section 4.

## **2.10 Conclusion**

**2.10.1** Overall, the project has been designed to align with regional objectives and make a positive contribution to addressing key aspects of regional need, in particular improving connectivity, environment, town centre, unlock business land and inclusive growth.

**2.10.2** The alignment of partner priorities informs proposed route corridor investment between East Dunbartonshire, north Glasgow and into the city centre, and the Bishopbriggs Relief Road and its links to the A80. By extending the scope of the proposed works along the A803 route corridor to consider improved bus connectivity to and from Glasgow, this could ensure that the employment opportunities being planned within the Place and Growth Programme could be accessible by public transport, and secure improvements in bus patronage from EDC residents commuting to the City and employment locations in the north of Glasgow. Key interventions such as the completion of major road infrastructure (for example BRR Phase 5) and sustainable

transport network will see a significant improvement in connectivity throughout East Dunbartonshire settlements and strengthen links to key locations in Glasgow. Opening up these routes will create new opportunities for those in settlements that suffer from social and economic deprivation, stimulating inclusive growth throughout.

**2.10.3** The specific proposals that have been set out in this project promote inclusive growth, increased prosperity for all and greater equality in the local area and wider Glasgow City Region, ensuring that the additional local economic activity is sustainable, equitably distributed and does not have a negative impact on the wider City Region.

## 3. Economic Case

### 3.1 Options Appraisal - The Long List

**3.1.1** The Economic Case builds on the case for change and identifies the proposals that best deliver value for money and that will meet aims and objectives of the SBC. It also sets out a framework for measurement of outcomes that will be developed at the Outline Business Case stage.

**3.1.2** The SBC considers the long list of options and provides an assessment of the preferred way forward. The options were assessed by multi-disciplinary team with external consultancy input. This included officers from various services areas covering: economic development; regeneration; roads and transport; land planning; greenspaces; sustainability. Officers also from SPT and GCC formed part of the process. The long-list options have been developed based on consideration of the following key factors:

- potential scope of activity delivered;
- potential geographic scope where activity will be delivered;
- potential service solution – procurement and delivery approaches;
- potential service delivery routes
- potential routes to phasing and implementation
- potential sources of funding

**3.1.3** On completion of options appraisal framework scope, activities / locations are further tested to provide long and short list of options and confirm the 'preferred way forward'.

**3.1.4** The long list of options have been assessed based on a review of strategic impacts and measures, and scoring against the following criteria: Strategic fit with and contribution to SBC and City Deal objectives; and the ability to achieve all CSFs. The long list and short list of options are provided and full assessment information is contained in **Appendix 3**.

#### **Preferred Way Forward**

**3.1.5** It is intended under this SBC to take forward **an option**, which would see the completion of the major road infrastructure that would open up crucial development sites of scale as identified in its Local Development Plan and improve links to the A80. Route corridor investment between East Dunbartonshire, north Glasgow and into the city centre at J15 of the M8 extending the scope of the proposed works along the A803 route corridor



to consider improved bus connectivity to and from Glasgow. Town Centre improvement works would also take place to improve public realm and offer space for SMEs for example, through providing flexible business incubation space. The preferred option will deliver the maximum benefits for the project and is the one most closely aligned with the City Region objectives. The appraisal undertaken as part of the SBC has developed the preferred option as outlined in the following table.

**Table 3.1 – Preferred Option (‘Preferred Way Forward’)**

<b>Scope - Activity</b>	<b>Option:</b> Deliver enabling road infrastructure, sustainable transport (public transport/active travel) infrastructure, and town centre improvements (public realm and business incubation space).
<b>Scope - Location</b>	<b>Option:</b> Deliver in east at strategic sites identified in the Local Development Plan around Bishopbriggs area, and focus on route corridor which links this part of East Dunbartonshire into north Glasgow and the city centre.
<b>Service Solution</b>	<b>Option:</b> EDC direct procurement / Private sector led development-procurement.
<b>Service Delivery</b>	<b>Option:</b> Mix of public and private delivery
<b>Implementation</b>	<b>Option:</b> Co-ordinated approach with private sector
<b>Funding</b>	<b>Option:</b> City Deal allocations and EDC contribution

## 3.2 Critical Success Factors

**3.2.1** The success of the Project will be measured against delivery of the SMART objectives and the Critical Success Factors. The CSF’s comprise both tangible (quantifiable) and intangible (qualitative) measures of success. As outlined above options have been assessed against CSFs to ascertain if they can delivery these, based on ‘yes’ ‘no’ scoring. The SBC CSFs include:

- Contribute to relevant national, regional and local policy priorities, including, supporting access, enterprise and regeneration:
- Delivery of all City Deal funded project activity on time and within budget
- Enhanced transport network to improve connectivity to strategic sites and employment opportunities, and to ensure communities have access to the same economic opportunities as other residents within the city-region;

- Increased bus usage and greater levels of active travel;
- Development and investment activity at key strategic sites is enabled and accelerated;
- Generate net additional employment and GVA through both the City Deal funded infrastructure activity and the follow-on private investment;
- Delivery of improved environment in town centres in relation to air quality and public realm.

**3.2.2** In order to develop these CSFs, the following were considered.

### ***Deprivation and Locality Areas***

**3.2.3** According to the SIMD 2016, East Dunbartonshire has seven datazones in the 25% most deprived in Scotland. These datazones are within Auchinain in Bishopbriggs, Westergreens and Hillhead / Harestanes in Kirkintilloch area, and Lennoxton. The village of Twechar is an area which has recently improved on the SIMD however we know that people continue to experience inequalities.

**3.2.4** These areas are a priority for the EDC and its community planning partners. Each community has or is undergoing Locality planning (Community Empowerment (Scotland) Act 2015), to identify partnership and community based measures to reduce inequality and levels of deprivation.

**3.2.5** Within north Glasgow there are a number of communities which have a number of SMID datazones ranking as the most deprived in Scotland. These areas include Springburn, Milton and Sighthill which are located close to the boundary with East Dunbartonshire and are linked physically through the A803 transport route corridor. Significant regeneration programmes are underway in north Glasgow, for example at Sighthill. Additionally active travel network development is being taken forward through the North City Way, and projects such as the Avenues in Glasgow City Centre.

**3.2.6** Sustainable transport investment along the A803 will provide greater bus connectivity to and from Glasgow, and through this part of the projects presents and opportunity to better connect with these communities, including the ongoing City Deal supported regeneration works at Sighthill; active travel network extension (for example the North City Way) further and higher education opportunities at Collegelands and Glasgow Kelvin College; and primary health services at Stobhill Hospital and the Royal Infirmary.

### ***Business Development Land and Town Centres***

- 3.2.7** East Dunbartonshire Local Development Plan and Town Centre Strategies provide clear strategic objectives and sites for development within the local area. These plans and strategies have assessed issues, constraints and opportunities for regeneration and local economic development. This assists in the appraisal of options available to deliver the outputs which address the needs identified in the SBC.
- 3.2.8** Business/ brownfield land options are considered, with options derived from the current Local Development Plan. These options are limited within East Dunbartonshire and are identified at two locations – Kirkintilloch Gateway, and the Westerhill area.
- 3.2.9** Town Centres are each subject to their own individual local town centre strategy. Kirkintilloch has received major investment over the last 15 years through the Kirkintilloch Initiative, and an EDC regeneration programme. This has included a range of historic building restoration work, education and civic facilities, streetscape work and road infrastructure. Bishopbriggs Town Centre regeneration, as per the town centre strategy, is identified as being heavily reliant on interventions at key development locations within the centre, and externally to allow improvements to business base and different aspects of the environment. This also includes reliance on the completion of major road infrastructure at BRR phase 5 to assist with congestion and environmental improvements.

### ***Bishopbriggs Relief Road***

- 3.2.10** The Bishopbriggs Relief Road Corridor was a joint working initiative between GCC and EDC in response to the new M80 corridor between Robroyston and Haggs. This key trunk road upgrade was completed in 2011 and has both complemented and stimulated significant economic development both north and south of the upgraded road. The proximity of the BRR to the boundaries between Glasgow City Council, EDC and North Lanarkshire means there is increased regional significance in the development with an opportunity to unlock economic opportunities for citizens of each of the three local authorities.
- 3.2.11** Phases one and two of the BRR are within Glasgow, and were delivered by GCC. This supports the significant Cortmalaw housing development which was completed in 2009/10 and connects to the Robroyston roundabout and on to the M80.
- 3.2.12** Phase 3 of the Bishopbriggs Relief Road was built by Luddon Construction on behalf of EDC and Taylor Wimpey West Scotland in 2013, as part of the nearby housing development. It includes a roundabout on Westerhill Road. Phase 4 of Bishopbriggs Relief Road has been completed by East Dunbartonshire and it opened in 2018. This will help to cut congestion, support new investment, improve air quality and encourage active travel. East Dunbartonshire invested significant time and capital working with Network Rail to reach the North side of the main Edinburgh Glasgow Line.

**3.2.13** Further investment to complete the BRR infrastructure and its links to the M80 is an opportunity for improved accessibility to road, residential and transport developments, public services and retail opportunities over the local authority border in Glasgow around Robroysto

#### ***A803 Route Corridor***

**3.2.14** This a major route north of the city and includes significant high density population areas. The route serves key areas of Sighthill, St Rollox, Robroyston, Springburn, Milton, Balornock and Bishopbriggs. Due to population density and the low socio economic levels of parts of the corridor, the area remains traditional good bus territory. There have however been a number of high rise towers demolished in recent years at Sighthill and the Red Road developments. This reduction in density may lead to a contraction in bus services in the future.

**3.2.15** Whilst the corridor has a large concentration of residential areas, there is not much in the way of large scale industry. Employment is primarily limited to retail developments including Costco and Tesco megastores and Stobhill hospital. The hospital itself is off the main route of the corridor and is not well served by public transport. Cross corridor public transport routes are problematic and services to the hospital from various corridor residential areas are not available.

**3.2.16** As part of the preferred way forward under this SBC, it is proposed investment is required in the A803 route corridor to J15 on the M8 (and perhaps even further into the City Centre), and the Bishopbriggs Relief Road and its links to the A80. Improvements to the A803 route corridor and bus connectivity to and from Glasgow, will support the objectives of the SBC and deliver on a key strategic priority for SPT. Investing in bus connectivity on this route would develop links to other key sites in East Dunbartonshire and North Glasgow along this bus route corridor,

#### ***Kirkintilloch Link Road & active travel linkages***

**3.2.17** The Kirkintilloch Link Road wand as completed in 2010 provides a greatly improved connection to the M80. Delivered through the Kirkintilloch Initiative the project represented significant infrastructure investment, and has enabled improved connectivity to East Dunbartonshire's principle town along with other surrounding settlements, and North Lanarkshire. The route of this road has opened up strategic development sites at the 'Kirkintilloch Gateway'. Although not at the same scale of Westerhill, this location provides opportunities for business land and local economic development to be taken forward through further masterplanning and regeneration interventions and activity.

**3.2.18** Kirkintilloch also benefits now from a direct walking and cycle route along the Forth & Clyde Canal, which has seen significant investment from EDC, Sustrans and Scottish Canals.

## **STAG Appraisals**

**3.2.19** The development of this SBC has been informed by STAG studies which have been completed on the A803 Kirkintilloch/Lenzie – Bishopbriggs – Glasgow corridor in 2007 and 2015. Whilst it is not the intention to recreate these appraisals as part of the SBC, the studies have assisted in generating some of the long list of options which are relevant to addressing the problems and need outlined in this SBC.

**3.2.20** The 2007 STAG study, completed by Jacobs, identified air quality on the A803 as an existing problem and also identified social inclusion - through improved public transport accessibility - and improving access to Westerhill Business Park as opportunities for improvement. The 2007 STAG was based on the following objectives:

- *To contribute to reduced peak traffic flow levels along the A803 between Colston Road and the Torrance roundabout;*
- *To contribute to target reductions in ambient concentrations of NO<sub>2</sub> and PM<sub>10</sub> along the A803 as part of the A803 Air Quality Action Plan;*
- *To improve public transport journey time reliability (and therefore accessibility) along the A803.*
- *To improve access to Westerhill Business Park through a reduction in vehicle journey times.*

**3.2.21** The study focused on different options for delivering the Bishopbriggs Relief Road and a Quality Bus Corridor on the A803 in order to deliver appropriate solutions which aligned with the key STAG criteria (environment, safety, economy, integration and accessibility and social inclusion) as well as the study's own objectives. The study concluded that extending the Bishopbriggs Relief Road and delivering an extension of the Quality Bus Corridor along the A803 through Bishopbriggs Town Centre would be the most appropriate options to take forward to implementation. The study also recommended that further partnership working with GCC and SPT is required to deliver air quality improvements on the A803 and further enhance quality bus schemes along this corridor.

**3.2.22** In 2015 – following commission by SPT and EDC – AECOM produced a new STAG study for the corridor. This study identified key problems on the corridor including: peak congestion on the A803, high-levels of through traffic, parking pressures around rail stations and on-street parking on the A803, bus journey time reliability on the A803 and relatively high private car ownership with higher than national average use of car for travel to work and study.

**3.2.23** The study generated the following Transport Planning Objectives:

- *Promote modal shift to sustainable transport modes for trips to key attractors outside of the study area, particularly commuting journeys.*

- *Improve public transport journey times and journey time reliability through the study area.*
- *Improve accessibility by sustainable transport modes to key trip attractors within the study area.*
- *Deliver a transport network that supports improvements to human health and air quality, while minimising the impact on the environment.*
- *Provide a sustainable transport network that supports local development, regeneration and contributes to the sustainable economic growth of the study area.*

**3.2.24** The option of extending the Bishopbriggs Relief Road (up to and including phase 5) was included in this study in the Do Minimum package of committed projects, although unfunded. The study also appraised options for potential improvements over and above the projects included in the Do Minimum scenario and these included an A803 Quality Bus Corridor, a bus park and ride adjacent to the Bishopbriggs Relief Road and a new rail station at Westerhill, with associated park and ride and sustainable access.

**3.2.25** Overall, the A803 Quality Bus Corridor and bus park and ride adjacent to the Bishopbriggs Relief Road were considered to perform strongly against the Transport Planning Objectives of the study and were recommended for further consideration. The study also indicated that delivery of Quality Bus Corridor measures on the A803 could help to lock in the benefits of freed up capacity on the A803 that the Bishopbriggs Relief Road could provide.

### **3.3 Options Appraisal – the Short list**

**3.3.1** There has been a multi criteria analysis undertaken to provide the short list. The options framework and critical success factors have been applied to move from the long list and establish the short list. The key components of the project option required to address the need identified in this SBC will include:

- Major road infrastructure completion at strategic sites, and possible Park and Ride facilities
- Unlocking key regeneration sites, for example at Westerhill
- Sustainable Transport and route corridor improvements, for example the A803 Route Corridor,
- Town Centre regeneration supported through environmental improvements, business space and improved air quality.

**3.3.2** In summary the SBC appraisal process identified the following:

- Cluster of 'locality' areas (areas of deprivation) are in the eastern part of the district, and areas of deprivation nearby within north Glasgow.
- Availability of strategic regeneration sites of scale which are closely related to major phased road infrastructure identified under the Local Development Plan.

**3.3.3** This appraisal therefore provides from the 'long list' two possible locations to focus interventions - Kirkintilloch or Bishopbriggs. The process then further considered the following:

- Town Centre regeneration is well advanced in Kirkintilloch, but not in Bishopbriggs.
- Bishopbriggs additionally has environmental challenges due to traffic congestion and air quality along the A803 route corridor.
- Dependencies between any future investment to complete the BRR and in turn enable improved sustainable and active travel along route corridor between East Dunbartonshire and Glasgow;
- Ongoing collaborative approach between EDC, SPT and GCC to explore opportunities for the improvements along the A803 route corridor and stronger connectivity to various communities, facilities and other sustainable travel and regeneration projects;
- Opportunity through this arrangement to demonstrate transformative partnership working between councils, SPT, operators, Transport Scotland and others to a higher level than previously experienced, thereby setting the standard for improving corridors across the city region in future.
- Availability of STAG appraisals for the BBR Road Project and Bishopbriggs, Kirkintilloch and Lenzie corridor.
- Ongoing stakeholder engagement for the LDP strategic sites at the Westerhill area, including Strathkelvin Retail Park, and Bishopbriggs town centre.

**3.3.4** Options were 4 short-listed to:

1. **Option:** Do Nothing. *Transport links, strategic development sites and town centres are not holistically approached to delivery large scale interventions to support City Region objectives. No cost attached to this option.*
2. **Option:** Deliver road and sustainable transport (public transport/active travel) infrastructure. Deliver at Bishopbriggs/ North Glasgow/City Centre. Cost estimate includes development/management allowance and Optimum Bias of 44% (£2.86m). Total cost of Option 2 is £7,230,000.
3. **Option:** Deliver enabling road and route corridor sustainable transport (public transport/active travel) infrastructure, and town centre improvements. Deliver in east at strategic sites identified in the Local Development Plan at Kirkintilloch. Cost estimate includes development/management allowance and Optimum Bias costs of 44% (£3.73m). Total cost of Option 3 is £9,420,000
4. **Option:** Deliver enabling road and route corridor sustainable transport (public transport/active travel) infrastructure, and town centre improvements (public realm and business space). Deliver in east at strategic sites identified in the Local Development Plan in Bishopbriggs, and along the route corridor between East Dunbartonshire and north Glasgow onto the city centre. Cost estimate

includes development/management allowance and Optimum Bias of 44% (£14.99m) £34,881,000.

### **Further appraisal work at OBC**

**3.3.5** Further consultation, quantitative and qualitative assessment will be undertaken at the Outline Business Stage where the preferred option will be refined and affordability will be tested in the financial case update. The additional technical assessments will be undertaken to identify and develop focus on specific investment interventions within the preferred SBC option. Examples of these include: STAG Appraisals reviewed and refreshed as required; other Transport Appraisals reviewed and if required updated; Transport models reviewed, updated and extended where required; Site investigations; Environmental Impact Assessment work; and Masterplanning and design options.

## **3.4 Measuring the Anticipated Benefits**

**3.4.1** Indicative tools for measurement have been outlined in the table (Table 3.4) and have been used as part of the analysis of the 'long list' of options. These are subject to development at the OBC and agreement with the PMO as this will form the basis of the 'payment by results' nature of the funding that would be made available to EDC through the City Region Deal.

**Table 3.4 – Impacts and Measurements**

Strategic Case Impacts Expected	Measurement Basis	Measurement Tool
Improved connectivity between East Dunbartonshire, North Glasgow and the Glasgow City Centre	Increase in network capacity for – sustainable travel (public and active travel) and car travel.  Bus Journey Time Reduction/Average Bus Running Speeds  Accessibility Change  Bus Patronage Change	In conjunction with Strathclyde Partnership for Transport Outcomes Report for East Dunbartonshire - specific monitoring of bus patronage numbers along route corridor from East Dunbartonshire - Glasgow.  Data from Real Time Passenger systems  'Tracc' Accessibility Software  Bus Operator patronage information (subject to agreement)  Sustrans network and other active travel networks usage



Increased investment in East Dunbartonshire and neighbouring authorities	Inward Investment created	Scottish Government Inward Investment figures  EDC/business partner information  Specific monitoring for new industrial/light industrial space leveraged
Job Creation	New Jobs created  Apprenticeships delivered through major road construction work	Economic modelling  EDC also interested in monitoring commuter outflows to jobs created elsewhere within Glasgow City Region
Increase in GVA	GVA calculations based on New business space delivered and leveraged through intervention. Based on job density per m2 benchmarks.	Economic modelling (possibly in conjunction with Fraser of Allander joint tool that is being developed with the City Region?)
Improved active travel routes and sustainable transport links	Additional km of cycleway/walkway delivered  Additional km of improved bus route delivered (for example Quality / Priority routes)  Additional capacity at Park and Ride delivered.  No. of bus stop enhancements / upgrades  Real-time information displays  Post-construction – monitoring of actual active travel journeys undertaken	As built plans
Reduced traffic and congestion on the A803	Reducing journey times particularly through peak hours	Transport Survey

Improved air quality for Bishopbriggs and adjoining North Glasgow area	No relative increase in NO2 and P10 pollutants	Environmental Survey
Greater economic activity in the local area	New jobs created New Businesses created	Specific monitoring of City Deal intervention
Spreading of wealth and improvement inclusive growth indicators	Interaction with the (long-term) unemployed, creating sustained employment opportunities for some. Apprenticeship opportunities	Scottish Index of Multiple Deprivation (SIMD) figures DWP statistics Specific Monitoring Social Value Portal indicators
Strengthening of the green belt boundary around the key development areas	Planning measures	TBC
Improved health and wellbeing of local residents	Additional Active travel and Leisure travel activities	Specific survey in conjunction with Sustrans
Increased capability to support and grow small businesses, further supporting the local economy through job creation	Business birth rates Business survival rates New Jobs created	Specific Monitoring of the City Deal intervention in partnership with Business Gateway Annual Business Survey measures and statistics.gov.scot
	Increase in median earnings Gross Wages and Salaries per head – EDC region	Annual Business Survey measures targeted at jobs leveraged through City Deal project
Improved environmental sustainability within East Dunbartonshire	Environmental measures associated with the route of the BRR5 extension	Specific project monitoring

## 3.5 Social Impact

### *Other Benefits and Social Value Measures*

**3.5.1** EDC shares the Scottish Government's key aspiration that opportunities should be open to all and that value, growth and wealth that stimulus enables, can be shared throughout the wider population of the Glasgow City Region and East Dunbartonshire.

### *Measuring success*

**3.5.2** More 'traditional' or 'hard' economic measures such as uplift in GVA and employment are particularly useful for measuring additionally in creating new businesses and jobs and providing expansion space for SMEs. However, there are other important success measures that may wish to be captured that do not fit such a 'traditional' approach. For example, GVA is not a particularly successful way to measure the impact of expansion of digital capacity and in addition to those problems of measurement there are other social measures which will be important indicators of success.

**3.5.3** These types of impacts are generally more difficult to measure as they have a diverse breadth and range. 'Community Benefits' have grown from an 'add-on' concept to large infrastructure development to now form a part of Public Procurement legislation in both Scotland and England.

**3.5.4** Increasingly wider social impacts that these projects can have, which can aid delivery of local outcomes as per the LOIP and other strategic priorities are forming part of the Project appraisal process. These can include environmental outcomes, volunteering capacity and third sector involvement and wellbeing benefits.

**3.5.5** Measurement of these factors is at an early stage but there is a growing base empirical evidence capable of comparison of social value delivery. It an important aspect of infrastructure and general procurement to EDC who are seeking to deliver greater social value going forward, thereby bringing Distributional Impacts into a much more prominent role in the Economic Case.

**3.5.6** EDC are considering how social value and inclusive growth can be measured within their City Deal Project and will seek to implement a monitoring regime to measure these impacts over time. The types of engagements and effects that could be measured might include:

- Interactions with long-term unemployed
- Skills opportunities opened up to young people
- Volunteering opportunities created
- Community facilities time made available for schools and youth groups.

## 4. The Commercial Case

### 4.1 Purpose of the Commercial Case at SBC Stage

- 4.1.1 At SBC stage the Commercial Case allows for a process to be set out which shows how a realistic and credible commercial deal can be struck and procured. It also allows for the introduction of concepts of risk allocation and how risks in the project can be best managed.

### 4.2 Potential for risk transfer – Construction and Operational

- 4.2.1 Assessments of construction risk will be carried out prior to contract award and if appropriate, risk transferred to the appointed respective Contractor (for example, dealing with ground work conditions).
- 4.2.2 EDC, SPT, GCC and bus operators will be responsible for delivering the sustainable transport element of this project. Through the OBC(s) stage close consultation and programme coordination with key public and private sector stakeholders and developers will be carried out to establish the most suitable routes and arrangements for delivery and the operation.
- 4.2.3 Each work package (project component) within the overall SBC will have an individual risk register to record identified risks, mitigating actions and owners. However, there will also be an overarching Risk Register at a strategic level, which will allow EDC to manage and mitigate strategic level risk, as opposed to individual technical project component risks.
- 4.2.4 Although risk will transfer to appointed contractors, risk will continue to be managed by a dedicated resource within EDC's in house City Deal team and will be reported at monthly intervals as part of the project governance.
- 4.2.5 The table below (Table 4.2) highlights the project level approach to particular areas of contractual risk, which EDC will either seek to eliminate or mitigate prior to contract signature.

**Table 4.2**

Project period	Risk area	EDC approach to mitigation
Construction	<ul style="list-style-type: none"><li>▪ Design adequacy</li><li>▪ Contractor insolvency</li><li>▪ Cost overruns</li></ul>	<ul style="list-style-type: none"><li>▪ Using experienced architects and clear specifications. Utilising previous experience (e.g. BRR phases 1 to 4, lessons learned generally)Financial due diligence, security package as appropriate and step-in rights</li></ul>

		<ul style="list-style-type: none"> <li>▪ Clear specification, realistic programme and agreed mechanism for overruns prior to signing</li> </ul>
<b>Operational</b>	<ul style="list-style-type: none"> <li>▪ Commercial trading risk</li> <li>▪ Demand risk</li> <li>▪ Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>▪ EDC will assess 'for profit' opportunities against EDC's stated priorities and fully quantifying downside risks</li> <li>▪ Where enabling infrastructure is to be provided a demand assessment for the expected leveraged infrastructure will be undertaken</li> <li>▪ Responsibility for ongoing maintenance of the newly created assets will form a key part of the commercial and financial review of the project strands</li> </ul>

**4.2.6** The allocation of risk will be carried on the principles of the risk sitting with the party best able to manage, provided that best value can be achieved. The balance of construction, operational and demand risk will also inform the balance sheet treatment of the assets.

### **4.3 Potential Operational Models for the assets**

**4.3.1** A range of structures for both the construction and operational phases are outlined in the SBC. Further assessment of the suitability and testing of these to establish the most appropriate approach to the commercial structures of the EDC City Region Deal will be undertaken at OBC and FBC stages.

**4.3.2** These structures differ according to appropriateness per element of the project, risk profile, levels of financial / resource commitment, availability of up front financing, revenue impacts (positive and negative), level of control and long term ownership of assets involved.

#### ***Commercial Structural – Operational Period***

**4.3.3** The main options available include:

- EDC and partners provides services
- 'Outsourcing' or contracting services to private providers or the third sector such as voluntary groups and charities
- Entering into partnerships with other Councils or providers
- Establishing 'arm's-length' bodies to deliver services
- Any combination or hybrid of the above.

## ***Outsourcing***

**4.3.4** This involves the procurement of a third party to deliver the service on behalf of EDC via a contract. The outsourcing could take several forms, including:

- Procuring an existing social enterprise or charity to deliver the service on behalf of EDC
- Procuring local community groups to deliver the services on behalf of EDC (possibly with funding, professional services and back-office support and systems).
- Procuring another council to deliver the service
- Procuring a for-profit provider to deliver the service on behalf of the Council.

## ***Arm's Length External Organisation (ALEO)***

**4.3.5** An arm's-length external organisation is an organisation that is separate from EDC but is subject to its control or influence. The level of control or influence can vary depending on the range of services and the level of turnover generated from services provided to EDC.

**4.3.6** East Dunbartonshire currently has *East Dunbartonshire Leisure + Culture*, which operates as an ALEO.

**4.3.7** There are various reasons that a Local Authority may choose to set up an ALEO. These include:

- Further opportunity to increase services and therefore additional revenue generation
- Taxation benefits of a charitable organisation and non-domestic rates benefits (it should note that new ALEOs may not enjoy similar benefits in Scotland)
- Stronger commercial focus as a smaller and leaner operating unit
- Opportunity for the Involvement of multiple public sector stakeholders (for example, two or more Local Authorities.)
- Ability to put surpluses back into the services provision.

## ***Third Party Operator***

**4.3.8** Where EDC is enabling a commercial opportunity and the provision of the service would be speculative and/or non-core to Council, then EDC would not seek control or day-to-day involvement in the commercial offer – all risk and return associated would be passed to a third party commercial or community operator.

**4.3.9** Operating models appropriate for the various components of the City Region Deal project will be determined and explained in detailed at the next Business Case Stages.

## **4.4 State Aid**

- 4.4.1** During the development of this SBC EDC legal officers have highlighted the need to be mindful of State Aid. Throughout the next stage of Business Case development (OBC) EDC will continue to examine and assess any potential State Aid risks associated with the project. By ensuring legal advice and scrutiny as part of the development of the detailed project scope and ultimate end solutions EDC will minimise any potential State Aid implications. The approach to dealing with State Aid is referenced described in the SBC in section 6.9.

## **4.5 Procurement strategy and implementation timescales**

### ***Design and early stages support***

- 4.5.1** EDC Procurement and Legal Services along with the Major Assets team will support the procurement of the required resource and contractors to undertake work in relation to the project.
- 4.5.2** Through the partnership arrangement with SPT and GCC opportunities, there may also be opportunities available to procure specialist services and contractors to undertake works relating the sustainable transport elements of the SBC.
- 4.5.3** There are a number of procurement routes available to secure technical services, these will be further explored and defined in the Outline Business Case where an outline procurement strategy will be developed. To support the formation of this strategy, EDC will apply its adopted Procurement Options Appraisal to assess options against project specific criteria to ascertain what the most appropriate procurement routes are.
- 4.5.4** Consultancy will be procured as required through various existing frameworks to assist the delivery of the East Dunbartonshire City Deal project. EDC would also be willing to participate in a Strategic Procurement Strategy across the City Deal members.

### ***Procurement Options – Construction***

- 4.5.5** The multi-faceted and multi-disciplinary nature of the EDC City Deal project will require more than one procurement route, so EDC will approach the procurement of their City Deal project by developing work packages that will be made up of the various project components that construct the overall City Deal Project.
- 4.5.6** EDC as lead Project Sponsor along with key partners will develop a procurement strategy that secures the benefits of economies of scale by grouping together similar types of project where appropriate, whilst recognising that achieving best value will likely mean, employing a variety of different procurement options.
- 4.5.7** EDC and partners already has a number of procurement routes that could be used, depending on the nature, value and type of work package being undertaken. Matching

appropriate procurement routes and batching of projects for procurement will form part of the Outline Business Case work streams.

- 4.5.8** In the development of this procurement strategy, one of the key things that will be considered by EDC any options which are already established for Glasgow City Region City Deal.

#### ***Capturing Community Benefits***

- 4.5.9** Community benefits are now embedded within the Scottish Public Procurement landscape and will be delivered through the significant construction contracts that the City Deal project will deliver, regardless of which of the procurement methods are utilised.
- 4.5.10** EDC will also take the opportunity to include skills engagement targets and social value measures within the contracts, providing an evidence supported delivery of their wider skills agenda.

#### ***Benefits of Investment and Growth***

- 4.5.11** Benefits of the Preferred Way Forward outlined in this SBC addresses the needs of all relevant parties and project partners. This is demonstrated through the objectives of the SBC which responds strategic need as set out in the Strategic Case. In summary EDC's needs focus on economic growth, improved connectivity and sustainable transport. SPT's needs focus on sustainable transport improvements including improvements in bus provision and patronage along the route corridor. GCC's needs focus on connectivity improvements on and around the route corridor and the resultant improved accessibility to employment opportunities.
- 4.5.12** The needs set out in the Strategic Case of the Member Authority (EDC), SPT and GCC, businesses and communities will be met through the combination of strategic location, site enabling infrastructure investment, and town centre investment with East Dunbartonshire route corridor investment through East Dunbartonshire and North Glasgow into the City Centre.



## 5.0 The Financial Case

The financial case sets out how the funding mechanism for the capital costs associated with delivering the programme. This includes consideration of the timing of and overall quantum of funding from Government. This is subject to further discussion and approval by the Glasgow City Region Programme Management Office is therefore caveated in this regard.

### 5.1 Capital Costs

**5.1.1** The total estimated cost of the project equates to £34.881m. These construction costs have been provided by the Council and are based on information provided by the external consultants, Turner & Townsend. In providing the total cost an inflationary uplift has been provided for based on the 'BCIS all in Tender Price' Indices. This is a recognised industry standard method for calculating inflation on construction projects. Furthermore this figure includes consideration of required levels of contingency and optimism bias the level of which will depend on the project component.

Item	Capital Cost Estimate £	44% Optimum Bias £
<b>Major Road Infrastructure – for example the BRR phase 5</b>	25,000,000	11,000,000
<b>Bus Corridor and Sustainable Transport Improvements</b>	7,081,000	3,115,640
<b>Town Centre Regeneration</b>	2,000,000	880,000
<b>Development and Management Costs</b>  <i>Estimated costs for the development the next stages of business cases. For the purpose of the SBC it is estimated £700,000 will be required for OBC. However further more detailed costings for each stage of the project will be provided at OBC stage. All costs incurred to develop and manage the project (through businesses cases and implementation) will be dealt with within the overall project budget as set in the SBC.</i>	800,000	-
<b><u>Project Total</u></b>	<b><u>34,881,000</u></b>	<b><u>14,995,640</u></b>

## 5.2 Funding Options and Payment Arrangements

### *Split of capital costs*

5.2.1 The table below shows the anticipated split of project costs between the Council and the Scottish and UK Governments. The phasing of the grant funding will be subject to discussions with the PMO and will include timing of funding. This will ensure that cash inflow considerations, borrowing requirements and wider Treasury Management implications can be taking into account in assessing the overall affordability of the project.

<b>Project Funding</b>	<b>Funding Split</b>
EDC Funding	£4.88m
Glasgow City Deal Funding (Scottish/UK Governments)	£30.00m

### *EDC Contribution*

5.2.2 The Council has identified how it will meet the capital commitment to deliver the project. This is set out in the table below and is constituted by capital commitments to town centre regeneration. These works have been specified to demonstrate a direct contribution to delivering the City Deal infrastructure and enable the economic benefits set out in the Economic Case section of this report.

<b>Infrastructure Item</b>	<b>£m</b>
Town Centre Regeneration Project Initial Works	2.881
Town Centre – Capital Budget	2.000
Required Contribution @ 14%	<b>£4.88m</b>

### *Project Expenditure and availability of financing*

5.2.3 The Council and partners have significant experience in the management of grant funding sources. Established processes, controls and governance procedures will be applied in the delivery of the City Region Deal Project.

5.2.4 At a City Region level the project will be funded through the utilisation of provisional funding totalling £30m identified for a Strathclyde Partnership for Transport SBIP

extending this to include the Council and therefore including the additional £4.88m of funding set out above.

- 5.2.5** An estimated programme of works within each phase has yet to be established. This would be undertaken at OBC stage. Where there is a mismatch between the expected capital expenditure and receipt of associated grant funding, EDC's Treasury Management function will manage the financing requirement within the overall capital budget. Whether or not the capital budget can accommodate such requirements will be dependent on the quantum of the financing that may be necessary.
- 5.2.6** EDC will claim City Deal grant funding to develop the project to OBC. These costs will form part of the overall project budget. Preliminary expenditure required for development of the OBC will include staffing costs to develop the OBC. The expenditure will also be for a range of required professional services for design, masterplanning, detailed project costing, environmental surveys and assessments, business case preparation, traffic modelling and appraisals, and services required to develop the OBC economic case.

### ***Ongoing Revenue Implications***

- 5.2.7** No material additional Council investment is identified at this stage out with those ongoing revenue implications associated with maintenance of the road and travel infrastructure. Provision for road and transport corridor maintenance will be made in respective Council revenue budgets. There are currently no aspects of the project at SBC stage that suggest there will be any unusually high revenue consequences, although potential revenue implications for the Council, GCC and SPT through of the individual items will be explored in more detail at the OBC and continue to be monitored as the project progresses.
- 5.2.8** The estimated routine maintenance costs expected as a result of the investment is expected to £11,000. Where EDC sought to borrow for its capital contribution and based on an average loans fund rate of 4.003% and £4.88m this would equate to approximately £195,000 per annum. This commitment would be added to EDC's capital financing requirement where appropriate. Roads capital assets will be treated as other capital assets within EDC. The capital expenditure incurred as part of the business case would result in an asset on EDC's balance sheet at that value and as set out in the SBC.
- 5.2.9** Follow on investment will pertain to private sector investment in strategic sites and development resulting from interventions delivered through this programme. This will be further detailed at OBC stage.

### **5.3 VAT**

- 5.3.1** VAT is recoverable and is not included in the costs stated for the project.

## **5.4 Financial Risks**

**5.4.1** The key financial risks that may lead to, but are not limited to increased expenditure, are summarised as follows:

- Delay in programme of component project delivery leading to non-achievement of milestones;
- Decisions made by other City Deal participants have an unintended financial consequence;
- Milestone terms lead to risk of likely shortfall in City Deal grant (e.g. pass/fail arrangements);
- Individual Council's withdraw from City Deal Infrastructure programme leading to pressure on achievement of milestones;
- Delay in approval of outline project business cases leading to pressure on programme delivery and milestone achievement.

**5.4.2** The above risks and mitigating actions are included in the appended Risk Register (Appendix 3).

**5.4.3** EDC will be the lead Project Sponsor will discuss the overall approach to any additional costs pressures with the City Deal PMO. EDC will manage the potential for such overruns by making provision for these risks and mitigating them as they progress through the various stages of the Business Case development process. This process is specified to ensure that updated information, costs or assumptions are including at the earliest opportunity.

## 6. The Management Case

### 6.1 Introduction

**6.1.1** EDC through the governance structures outlined in this section has the required local approvals to present the SBC for East Dunbartonshire Place & Growth Programme. The preferred way forward outlined in this SBC forms part of wider long terms aspirations to regenerate strategic development sites (as identified in its Local Development Plan)..

**6.1.2** EDC is experienced in delivering large-scale infrastructure projects and is well placed to undertake Lead Project Sponsor role and governance for the delivery of this project. EDC adopts the Prince2 project management approach, and the governance framework that will be operated for this project is described within this section of the SBC. Within this project governance framework, all key partners will be involved at the appropriate stages to ensure a consistent approach to issues throughout the project lifecycle.

### 6.2 Project management arrangements

**6.2.1** EDC will monitor each project component through a dedicated Project Sponsor who will provide a highlight reporting approach covering key project KPIs to update the internal Project Board. This will form part of the EDC City Region Group, which is comprised of the Chief Executive and Senior Officers covering the following areas:

- Legal;
- Procurement;
- Risk;
- Finance;
- Transport;
- Land planning and sustainability; and
- Economic development and regeneration.

**6.2.2** This group will report at set intervals to provide an update on the progression of the project components. The governance structure will ensure proper flow of information to report project progress, manage risks and address issues through the project life cycle.

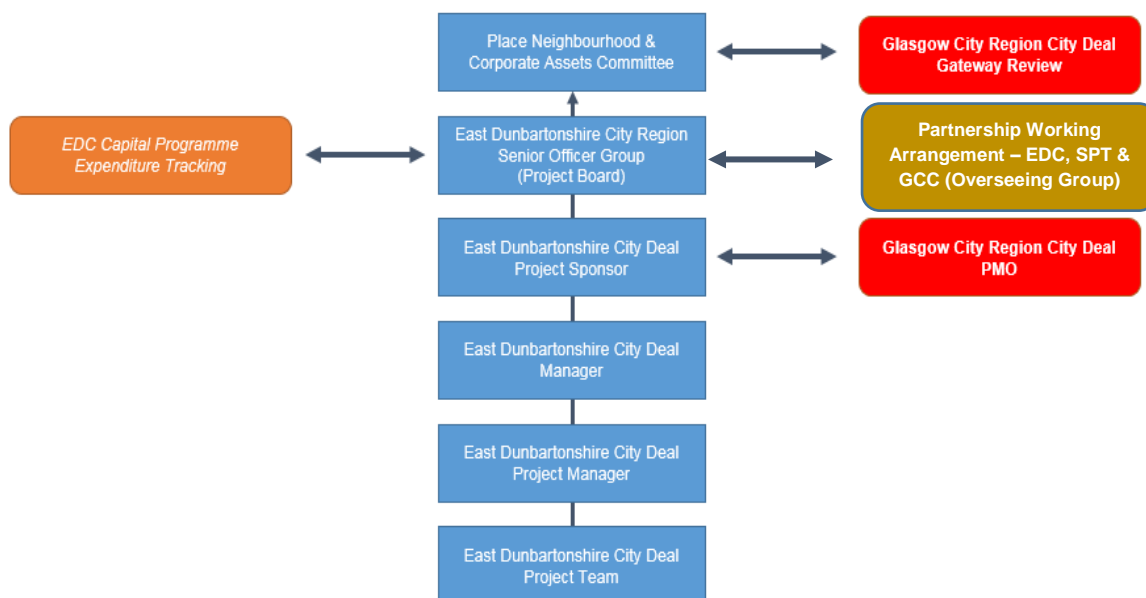
**6.2.3** The EDC project team will work closely with the Glasgow City Deal Project Management Office, to ensure reporting and review on the East Dunbartonshire City Deal Project will align with the Glasgow City Deal Gateway Review process.

**6.2.4** Officers from EDC (EDC) and SPT and GCC will work in partnership to inform the next stage of business case and project delivery, specifically in relation to the sustainable transport elements.

**6.2.5** A joint officer working arrangement has been established between EDC and SPT and GCC (see **Appendix 8** – Terms of Reference). Two layers of groups are formed within

this arrangement The Overseeing Group, which consists of senior officers from EDC, SPT and GCC meet on a monthly basis and direct the work of a Technical Working group. It will advise on reporting requirements within respective organisations, and into the City Region PMO.

- 6.2.6** Outcomes from the Overseeing Group will feed into the EDC City Region Group (ie the Project Board). Close cross working will take place between the 'Technical Working Group' and the wider City Deal project team to inform OBC development and considers matters such as: programming; procurement; risk management; key dependencies; and required monitoring and evaluation measures. Members of the group will also report within their respective organisations, and the group will agree reports and documentation submitted as part of various reporting within different organisations, including the City Region.
  
- 6.2.7** EDC's Corporate Governance process for projects is via the EDC Committee cycle. The scope of SBC has followed relevant EDC Committee approval enabling its submission. The SBC scope and approach was initially approved at a relevant EDC Committee in January 2019 and again under an approved update paper in Sept 2019. SBC has been agreed with project partners via collaborative working arrangements with SPT and GCC. Each stage of business case and project initiation will be presented to the relevant EDC Committee. Once a project is incepted each major capital project has a two-stage approval process, with the first report due at Concept Design / Cost. The second stage of approval at Technical Design / Tendered Costs, to receive approval to enter into a contract for the delivery of the project.
  
- 6.2.8** The East Dunbartonshire City Deal Project will also be tracked via monthly capital expenditure throughout the project lifecycle – particularly in the build and implementation phases. Monthly capital expenditure is reported to the EDC's Capital Programme Manager and Finance Service to track major capital projects progress via financial expenditure on a monthly basis.



### ***EDC City Deal Governance Framework***

**6.2.9** In addition to project specific reporting, EDC will record progress against Key Performance Indicators, which will be measured annually. Furthermore, EDC will develop a Monitoring and Evaluation Assurance Framework, which will align with that of the Glasgow City Region Assurance Framework. This will be baselined in the next phase of the project, along with the Key Performance Indicators.

### ***Outline project roles and responsibilities***

**6.2.10** The key accountable roles in the governance and delivery of the project are listed below:

- **The Senior Responsible Officer – Gerry Cornes, Chief Executive:** Who will have overall accountability and will be ultimately responsible for the delivery of the project. Ensuring that the project is focussed and meets its objectives
- **The Project Lead Sponsor – Thomas Glen, Deputy Chief Executive:** Who will be the individual accountable to the SRO and those charged with governance, and will be the key driving force behind the project
- **Partner Project Sponsor for integrated Strathclyde Bus Investment Programme Pilot - SPT and GCC:** Working in partnership with EDC, support the Lead Project Sponsor with ongoing governance of the project.
- **City Deal Manager (Programme Manager) –** The role will be responsible for the day-to-day running of the programme of work on behalf of the PS, and is the manager responsible for leading and directing the Project Team and delivering the

project. The role will be responsible for the development and direction of the project plan throughout the project lifecycle

- **Project Manager and Project Team:** There will be a dedicated resource provided through City Project Officer (s), who will be responsible for the day to day coordination and management of project activity. Project Managers will be supported by a dedicated City Deal Project Support Officer and City Deal Project Team, who will be responsible for executing tasks and producing deliverables as will be outlined in the project plan. The team will be made up of specific EDC officers and external technical services contracted to provide relevant support in the delivery of the project.
- **EDC, SPT and GCC Technical Working group:** This group consists of officers from SPT, EDC, GCC and Transport Scotland. The group will develop the scope of the sustainable transport project for consideration by the **Overseeing Group** and ultimately the EDC Project Board. This work will help inform Outline Business Case work for future submission to the City Region. This work will involve regular meetings information sharing, document preparation and identification of any supporting information, data gathering or analysis that is required to support this process.

**6.2.11** This structure together with specific resourcing levels within project teams will be further developed at the Outline Business Case stage in line with the needs of the various project elements The OBC will also detail out the range of Project Users against each of the project elements.

#### ***Programme monitoring and evaluation***

**6.2.12** EDC delivers a range of projects, many of which are financed either in full or in part by external funding partners, for example funding from transport bodies such as SPT, environmental / heritage bodies. EDC is therefore experienced in project monitoring and evaluation reporting and procedures.

**6.2.13** The Project Team will establish at OBC stage a Monitoring and Evaluation Assurance Framework and a Benefits Realisation Plan, which will align with that of the Glasgow City Region PMO Assurance Framework. This will include identifying specific measures to manage finance, procurement, benefits realisation and evaluation. Reporting on the project will be carefully managed to comply with the requirements of the Glasgow City Region PMO and other funders. Further detail on M&E activity will be provided in the OBCs, including the costs, processes and lead officer duties.

**6.2.14** EDC will maintain accurate contractor cash flows and will closely monitor progress against key milestones set out in the Contractor's programmes. Project progress will be monitored on site by an independent clerk of works who will provide weekly progress reports. EDC will procure relevant services such as cost consultant services



and managing agent services to undertake certification of works, and undertake progress of expenditure.

**6.2.15** A fully auditable filing system will be maintained, and on request, made available to the project funders. The file will contain all statutory approvals, records of key decisions, contract documents, procurement information and progress monitoring. Evaluation will be carried out on completion of the project, outlining finalised financial data including a detailed account of any variations, achievement against outputs and any other information required by the funders.

### **6.3 Project Team**

**6.3.1** This project will require a multi-disciplinary Project Team to develop the SBC into the next stages of business case, and eventual delivery. From within EDC relevant officers from a range of services will be allocated to form the Project Team, which will include: Legal; Procurement; Risk and Finance; Roads and Transport; Land planning and sustainability; and Economic development and regeneration.

**6.3.2** The OBC process will also include SPT and GCC Officer and assist in the development and delivery of certain proposals as outlined in the SBC relating to sustainable transport.

**6.3.3** There will be a requirement to procure a number of specialist advisors to support the formation of business cases and subsequent design procurement, implementation and handover stages of the project. EDCSPT and GCC are all highly experienced in the employment of third part consultants to support the development, management and delivery of the City Deal project.

**6.3.4** Due to the scale and varying nature of the project components specialist and technical resources will be procured to support the development of the next stage of business case, and through to delivery stage of the project – the design and management of projects. These specialist advisors may include, but are not limited to:

- Market demand analysis
- Masterplanning and Architecture
- Engineering
- Transport Engineers/consultants
- Project Management / Principal Designer
- Contract and cost management
- Strategic, Economic and Financial.

### **6.4 Gateway review arrangements**

**6.4.1** A formal internal Milestone Review process will be established to allow for scrutiny and challenge at key project milestones. This process will ensure that:

- Money is well-invested

- Proposals are thoroughly assessed and align with City Deal PMO, EDC and SPT objectives
- Change is delivered to a high standard
- Project components are delivered on time, to budget and to a high quality
- Benefits are clearly-defined from the outset, and are tracked to assess if all project objectives have been met
- Projects have been through the appropriate approval process
- Capital Spend assessments over the next 5 years are accurate as are longer term views of spend
- Communications are clear across project components.

**6.4.2** To keep in line with the City Deal Assurance Framework Stage Gateways, it is anticipated the following evaluations will take place:

- I. Stage Gateway 1 – an initial evaluation to provide an early indication that the project is operating as planned and on-track to realise outcomes / benefits;
- II. Stage Gateway 2 – a detailed evaluation, which will consider the scheme’s impacts, in the context of data gathered over a longer period, and provides a more detailed measurement as to what extent the longer-term objectives in the Benefits Realisation Plan have been achieved; and
- III. Stage Gateway 3 – a further assessment, similar to Stage Gateway 2 but based on the long-term monitoring data and providing robust analysis of the benefits realisation at the end of the City Deal Programme period.

**6.4.3** In addition, the Glasgow City Region PMO will be carrying out Gateway Reviews throughout the project lifecycle for the entire City Region.

**6.4.4** The EDC City Deal Manager, will be the daily point of contact on project delivery with the City Deal Project Management Office and with other respective project partners.

## **6.5 Stakeholder Engagement & Communications**

**6.5.1** There needs to be effective communication of the reasons for the project and its benefits. Communications underpin the project and will aid EDC in meeting its objectives by:

- Providing clear, timely and balanced information to all who have an interest in the project

- Ensuring that all stakeholders understand the process
- Communicating the outcomes of the process.

**6.5.2** A Communications and Stakeholder Engagement Plan will be developed as part of the Outline Business Case stage.

## **6.6 Risk management**

**6.6.1** An overall strategic Project Risk Register has been developed and can be found in Appendix 2. This will be updated throughout the life of the project and be owned and managed by the Lead Project Sponsor. Risk will also be managed by the Project Managers and Project Teams and will be reported on at monthly intervals as part of the project governance or any additional exception reporting, should this be required. Furthermore, construction/delivery risk registers for individual components/work packages will be developed and managed by the appointed contractors. The Project Team through the administration of project contracts will keep an open communication with Contractors on these risks and any ongoing issues.

**6.6.2** The objective of the Risk Management process will be to establish and maintain a “risk aware” culture that encourages on-going identification and assessment of project risks. The risk management approach will incorporate the following activities:

- Access to reliable, up-to-date information about risks
- Risk identification and reporting
- Evaluation of proximity, probability and impact of the risk occurring
- Allocation of risk owner
- Development of risk responses including prevention, reduction, transference, acceptance or reduction
- Identification of escalation procedures
- Planning and resourcing of responses to risks
- Monitoring and reporting of risk status.

## **6.7 Benefits Management**

**6.7.1** A Benefits Management process will be put in place from Outline Business Case stage and will record and manage the project benefits. A Benefits Realisation Plan will be

developed at OBC stage. The City Deal Manager will be responsible for managing this process.

## **6.8 Change Management**

- 6.8.1** A Change Management process will be put in place from Outline Business Case stage and will record and manage changes to the project. The City Deal Manager and Project Team will be responsible for managing this process.

## **6.9 Legal & Procurement**

### ***State Aid***

- 6.9.1** State Aid can occur whenever public (state) resources are used to provide assistance that gives organisations (companies/individuals) an advantage over others. A scheme such as City Deal can potentially be viewed as State Aid even if it is designed to benefit society.
- 6.9.2** In the case of the SBC and the development the OBC State Aid questions will be applied as part of the detailed development each of elements of the project to ensure compliance, and the responses will be documented.
- 6.9.3** If the answer to all four of the following questions is “yes” then the “assistance” (award of contract for or promotion of scheme/project) is almost certainly state aid.
- i. Is the assistance granted by the “state” or through state resources?
  - ii. Does the assistance give an advantage to one or more undertakings over others?
  - iii. Does the assistance distort or have the potential to distort competition?
  - iv. Does the assistance affect trade between Member States?
- 6.9.4** If there is any doubt, then the matter should be referred for advice (to the Scottish Government, State Aid Unit). It is most important that the projects should be checked for compliance (or not) with the state aid rules before any contracts are entered into and/or payment of money committed.
- 6.9.5** During the development of this SBC EDC has commenced discussions with its legal officers. State Aid will continue to be carefully considered through the next stages of business case and detailed project development. EDC will ensure that all the project components within the East Dunbartonshire City Deal project comply with State Aid requirements before they are implemented.

### ***Delivery arrangements***

- 6.9.6** The Glasgow City Region Cabinet paper of October 2019 agreed the partnership between EDC, SPT, and GCC to develop this project. EDC and GCC are the roads authorities for the A803 corridor and are therefore responsible for all aspects of the non-trunk road network within their jurisdiction. EDC and GCC, in partnership with SPT - who are the local transport authority for the area - will therefore deliver the sustainable

transport element of this project which could include measures such as: construction or refurbishment of existing and new bus hubs and interchanges, Real Time Passenger Information Systems and road based infrastructure such as bus priority measures. This work will be delivered in consultation, where required, with relevant national agencies (i.e. Transport Scotland) and bus operators.

- 6.9.7** Close consultation and programme coordination with key public and private sector stakeholders and developers will be carried out to ensure the project is delivered without conflict with other construction operations across the corridors in question. A legal agreement will be required with partners and relevant third parties setting out how the project will be delivered, detailing specific responsibilities and financial arrangements. Options for delivery across local authority boundaries will be explored in detail at the OBC to determine the most suitable delivery agreement and approach. This will consider factors such as the exact type of measure, location within which it is to be implemented and any powers reserved to a particular organisation to do so.

### ***Community benefits***

- 6.9.8** A Community Benefits Strategy will be developed in detail for the project and this will form part of the Outline Business Case. This will inform relevant clauses within contracts let through the project. Furthermore, the Community Benefits Strategy will be developed in line with the current process and documentation that the Glasgow City Region City Deal PMO already have in place for this. The Community Benefits Strategy for the project will set out a clear commitment to comply with relevant City Deal Procurement and Community Benefits Strategies, which will include approaches to proportionate community benefits in line with the City Deal menu and guidance, and a use of the City Region 'Cenefits' reporting system.

### ***Land ownership and Compulsory Purchase Orders (CPO)***

- 6.9.9** The use of CPO has not been identified at this stage as a requirement to enable the successful delivery of the project. EDC will however be able to promote CPOs through the Planning Act (Part VIII Acquisition for planning and public purposes) if it has not been possible to achieve the land take voluntarily.

### ***Procurement Strategy***

- 6.9.10** EDC Procurement and Legal Services along with the Major Assets Projects Team will support the procurement of the required resource and contractors to undertake work in relation to the project.
- 6.9.11** Close working with SPT and GCC will also be required to explore procure routes available to support the development of the OBC, FBC and delivery stage of the sustainable transport elements.
- 6.9.12** There are a number of procurement routes available to secure technical services, these will be further explored and defined in the Outline Business Case where an outline procurement strategy will be developed. To support the formation of this strategy EDC will apply its adopted Procurement Options Appraisal to assess options

against project specific criteria to ascertain what the most appropriate procurement routes are.

## **6.10 Equalities Impact**

**6.10.1** EDC is committed to delivering inclusive and sustainable growth through the East Dunbartonshire City Deal programme of projects.

**6.10.2** The project aims to achieve inclusive economic growth in East Dunbartonshire and in turn, the City Region combining increased prosperity with greater equality, creating opportunities for all, and fairly distributing the benefits of increased prosperity.

**6.10.3** This will be achieved by ensuring that the planning and delivery of the projects are sensitive to the differing needs of the City Region and East Dunbartonshire businesses, residents and commuters and meet the public sector equality duties within the Equality Act (2010). The East Dunbartonshire City Deal project will endeavour to:

- Deliver sustainable economic growth, and improve economic conditions and access to local employment
- Ensure the integration of transport and land use
- Reduce the need to travel and greater access to local economic activity areas, and support good access to employment through the City Region
- Boost local job opportunities, diversify and grow the local economy
- Develop sustainable prosperous communities who have good access to services and facilities
- Support and promote healthier lifestyles and well-being.

## **6.11 Environmental impacts**

**6.11.1** The project scope includes distinct elements of Bishopbriggs Town Centre and Westerhill. All elements of the project play an important and complementary role, in terms of environmental sustainability.

**6.11.2** Environmental and sustainability considerations will be incorporated into the Environmental Sustainability Plan and be integrated into the overall vision for the project, to ensure that the positive impacts of the project are maximised. This will encompass:

- Improved access and connectivity, emphasising opportunities for sustainable access and low carbon travel, particularly between the development area and lower-income communities;
- Development of an integrated active travel and habitat 'green network' providing health, climate change adaptation and biodiversity benefits while creating a high-quality environment for investment; and
- Investigation of the opportunities for supporting renewable energy and renewable heat as a key aspect of the site's development.

### ***Sustainable Access and Low Carbon Travel***

**6.11.3** The project provides the opportunity to deliver improved connectivity within East Dunbartonshire and with surrounding areas. Interventions such as BRR Phase 5 have the potential to reduce traffic on the A803 corridor, improving air quality and reducing the dominance of through traffic in Bishopbriggs Town Centre and along into North Glasgow. Provision of a quality bus corridor on the A803 will encourage modal shift to public transport. Improved opportunities for active travel will be provided with new and improved cycle and pedestrian links to surrounding areas, promoting healthy and low impact travel options. The delivery of step change sustainable transport improvements through this SBC, will also contribute to addressing wider large scale transport and accessibility issues faced within the City Region – for example high levels of route corridor and J15/M8 motorway congestion. The emphasis on improved access and connectivity within the project will enhance access to job opportunities for lower-income areas in East Dunbartonshire and North Glasgow, supporting social inclusion and strengthening labour force access for incoming businesses.

### ***Biodiversity***

**6.11.4** The development proposals at key strategic sites identified in the Local Development Plan such as Westerhill will present an opportunity to complete habitat improvements and peatland restoration at Low Moss and High Moss with potential in the medium-term for the creation of a Local Nature Reserve covering both lowland raised bog sites. This would provide an important asset for the wider community and highlight the exceptional environmental quality of Westerhill as an investment location.

**6.11.5** The Environmental Sustainability Plan will contain proposals for initiatives to enhance the LNCS at Cadder Yard to the south east, and to improve habitat connectivity between all three sites. To the north, Cadder Cemetery has been previously identified in an SNH commissioned report as a key buffer between Cadder and Low Moss LNCS and the Environmental Sustainability Plan will include proposals to protect and enhance this link. Cadder LNCS is located adjacent to the Forth & Clyde Canal providing a strategic green network link between the canal and the Westerhill area.

**6.11.6** Enhancement of existing and creation of new wildlife corridors and habitat stepping stones as part of the Environmental Sustainability Plan will have the additional benefit of creating an attractive landscape setting for the proposed built development, further increasing its appeal for inward investment.

**6.11.7** A Phase 1 Habitat Survey was carried out for part of the BRR 5 project area in 2014 and this has guided the strategic development framework to date. A full Extended Phase 1 Habitat Survey will be conducted for the entire project area in advance of the preparation of the Environmental Sustainability Plan. This will provide greater insight into the potential for habitat enhancement and connectivity improvements as part of the overall project and provide greater certainty about areas that should be protected

from development to minimise disturbance to or loss of protected species and important habitats.

**6.11.8** Environmental Impact Assessments if required should be carried out for the Bishopbriggs Relief Road Phase 5 and other aspects of the proposal where necessary, along with hydrological, ecological and any other necessary surveys (including archaeological) and ground investigation work prior to preparation of the OBC.

## **6.12 Next steps moving forward**

**6.12.1** Moving forward, this project needs to go through Outline and Full Business Case stages. At the next stage of Outline Business Case, there are a number of key activities which require to be undertaken that will allow the project to be developed. These include:

- The project scope will need to be completed in detail to understand what will be in each work package
- State aid compliance checks against finalised project scope
- Procurement strategy
- Operating models
- Refreshed STAG appraisals and detailed options for road infrastructure / travel options
- Masterplanning for strategic sites and areas of land around road infrastructure
- EIA to be completed where required
- Ground investigations where required for project sites
- Engineering consultation (where required)
- Further consultation with public bodies such as SEPA
- City Deal Project team final structure to be finalised
- Delivery timescales and phasing of work packages.

## **6.13 Indicative project timeline**

**6.13.1** An indicative high level summary of key milestones for the East Dunbartonshire City Deal Project is shown below:

<b>Activity</b>	<b>Timeline (estimated at SBC stage)</b>
<b>GCR Cabinet Approval</b>	Feb 2020
<b>Outline Business Case (s)</b>	March 2020 to March 2023.*
<b>OBC Approval at Cabinet</b>	April 2023
<b>Full Business Case (FBC)</b>	Aug 2023
<b>FBC Approval at Cabinet</b>	Aug 2023



<b>Allocate Capital Finance</b>	Aug 2023
<b>Start on site</b>	Sept 2023
<b>Completion &amp; Handover</b>	Dec 2025
<p><i>The above should be treated only as a high level indicative timeline, which will require to be further developed and confirmed at the next stage of the business case (OBC).</i></p> <p><i>*OBC timescales will be determined by approach to the number of OBC submissions, which is to be agreed with the Glasgow City Region PMO.</i></p>	

**APPENDICES** (All are appended as a separate documents)

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**Appendix 1. Logic Model**

**Appendix 2. Risk Register**

**Appendix 3. Options Appraisal Booklet**

**Appendix 4. Bishopbriggs Town Centre Strategy 2018**

**Appendix 5. Benefits Realisation**

**Appendix 6. Stakeholder Matrix**

**Appendix 7. BRR Overview Map**

**Appendix 8. EDC, SPT & GCC Partnership Working Arrangement Terms of Reference**

**Appendix 9. A803 Route Corridor Map**