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East Dunbartonshire Council

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CONSULTATION AND ENGAGEMENT STRATEGY

CITY DEAL PLACE AND GROWTH PROGRAMME

JULY 30, 2021

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1 Introduction

This Consultation and Engagement Strategy (the strategy) is for East Dunbartonshire Council's City Deal Place and Growth Programme (the Programme).

This strategy sets out the principles and guidance for the planning and delivery of consultation and communication activities for the project. The principles and guidance will be used to inform a detailed consultation and communication action plan required for each project element:

- **Westerhill Masterplan and the delivery of the Bishopbriggs Relief Road, phase 5 (BRR5);**
- **Bishopbriggs Town Centre regeneration; and**
- **A803 Corridor Improvements.**

East Dunbartonshire Council's Consultation and Engagement Strategy and the National Standards of Community Engagement (both appended) were used to inform and guide this strategy. The strategy is intended to be a live document that can change and evolve over the course of the development and delivery of the Programme. The strategy reflects constraints faced in relation to the COVID-19 pandemic that will limit face-to-face engagement and consultation such as public meetings and events. The strategy will be reviewed on an ongoing basis in light of any changes arising in these restrictions.

1.1 Context

[The Glasgow City Region City Deal](#) is an agreement between the UK Government, the Scottish Government and eight local authorities across Glasgow and the Clyde Valley.

The eight partner authorities are East Dunbartonshire Council (EDC), East Renfrewshire Council, Glasgow City Council, Inverclyde Council, North Lanarkshire Council, Renfrewshire Council, South Lanarkshire Council and West Dunbartonshire Council.

The City Deal will benefit People, Communities, and Business and will support the local area to achieve its shared long-term vision through:

- [Growth in life sciences](#) - establishment of world-class research and development and commercialisation facilities.
- [Improved infrastructure](#) - £1.13 billion fund to support the delivery of an improved transport network across Glasgow and the Clyde Valley, development and regeneration sites and improved public transport.
- [Supporting business innovation](#) - providing additional business incubator and grow-on space for entrepreneurs across the region enabling more small and medium enterprises to grow.
- [Dealing with unemployment](#) - creation of thousands of new jobs and establishment of programmes to provide targeted support to 16-24 year olds and vulnerable residents, and testing new ways of boosting the incomes of people on low wages to make them more self-reliant.

Over its lifetime the City Deal aims to achieve:

- 29,000 jobs
- 19,000 unemployed residents assisted with 5,500 reaching sustained employment
- £1 billion Scottish Government and UK Government capital funding
- £3.3 billion of new private sector investment generated
- £2.2 billion in additional Gross Value Added (GVA) per annum across the city region

1.1.1 City Deal - East Dunbartonshire

East Dunbartonshire Council's Strategic Business Case for the £34.88 million Place and Growth Programme was approved at the Glasgow City Region Cabinet in February 2020.

The project will be developed and delivered in partnership with Strathclyde Partnership for Transport (SPT) and Glasgow City Council (GCC), and looks to boost the East Dunbartonshire economy providing an integrated approach to improving transport infrastructure and connections within Bishopbriggs and to the north of Glasgow.

The project will deliver a package of public realm and transport infrastructure, and will outline site-enabling opportunities. These will aim to alleviate market failures, enable environmental improvements and exploit regional and local economic opportunities by accelerating development activity and attracting investment at key sites. The high-level objectives for the Programme are to:

- 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;
- Improve the accessibility between East Dunbartonshire and Glasgow, and ensure East Dunbartonshire is an attractive place to establish or grow business, and to support innovation and business growth by tackling key issues relating to connectivity into the main settlement areas within East Dunbartonshire;
- 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;
- Reduce barriers to jobs locally - through the diversity and improved quality of local employment opportunities, and by improving connectivity and access to the wider City Region for local workforce in East Dunbartonshire;
- Support development of existing business locations and enable the unlocking of key business land sites to enable more small and medium enterprises to grow;
- Enable larger commercial development and elements of housing delivery by providing infrastructure to assist in sites being unlocked; and
- Stimulate town centre regeneration by providing new business space and a high quality physical environment in which to work and live.

The Project scope is based around the following three key elements:

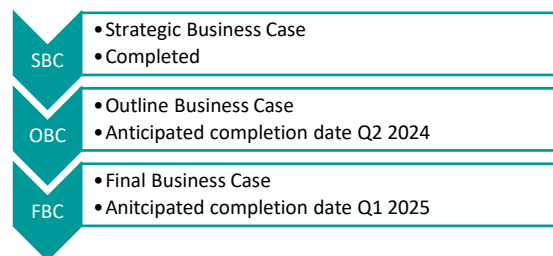
- **Delivery of phase 5 of the Bishopbriggs Relief Road** to complete the route through East Dunbartonshire and Glasgow north, improving connectivity and unlocking strategic development sites to enable follow on investment. Development of potential routes for the BRR5 will be aided by the creation of a Masterplan and Strategic Environmental Assessment (SEA) Environmental Report for the Westerhill Area.
- Improvements 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.
- **Bishopbriggs Town Centre Regeneration** through provision of business space, improved accessibility and improved public realm.

1.2 City Deal Programme Business Cases Approval Process

East Dunbartonshire's project must follow the Business Case Model set out with the HM Treasury Green Book, which is required to secure funds from the Glasgow City Region Cabinet which is the

ultimate decision-making body. The Glasgow City Region project development and management elements for all City Deal projects are detailed in their Assurance, Governance and Project Management Framework and are summarised in Appendix 2.

For major spending proposals, there are three key stages in the evolution of a project business case, which correspond to key stages in the spending approvals process. These are the Strategic Business Case (SBC), the Outline Business Case (OBC) and the Final Business Case (FBC). Stakeholder engagement is required throughout the process. The East Dunbartonshire City Deal is currently at the beginning of the OBC stage.



Strategic Business Case (SBC) - The purpose of this phase is to confirm the strategic context of the proposal and to make a robust case for change, providing stakeholders and customers with an early indication of the “preferred way forward” (not the preferred option). The SBC identifies and undertakes a SWOT analysis on a wide range of available options, together where possible with an early analysis of the shortlist based on indicative costs and benefits and application of allowances for optimism bias. This stage is complete; it identified three project elements to be taken forward for consideration. The SBC was approved in February 2020.

Outline Business Case (OBC) – revisits the SBC assumptions and analysis in order to identify a “preferred option” which demonstrably optimises value for money. It also sets out the likely Deal; demonstrates its affordability; and details the supporting procurement strategy, together with management arrangements for the successful delivery of the proposal. This is the current phase of the City Deal Project, proposed communications with Stakeholders and the public will be discussed in detail in Section 3 of this strategy. The OBC is a lengthy process and is expected to complete around the end of Q1 2023 (Please note these timescales are estimates)

Final Business Case (FBC) – revisits and where required, reworks the OBC analysis and assumptions building in and recording the findings of the formal procurement. This case recommends the “most economically advantageous offer”, documents the contractual arrangements, confirms funding and affordability and sets out the detailed management arrangements and plans for successful delivery and post evaluation. The FBC is expected to complete in Q3 2023 (Please note these timescales are estimates).

The aims, objectives and project elements within the EDC SBC are informed by a number of approved local policies and strategies in particular the East Dunbartonshire Proposed Local Development Plan 2, East Dunbartonshire Economic Development Strategy, Local Transport Strategy 2020-2025 and Bishopbriggs Town Centre Strategy.

As already adopted / approved plans and strategies, they have been engaged upon. They provide the strategic context and identify the intentions set out in the SBC. The SBC presents a strategic case for investment to support the delivery of these interventions – which are the three ‘project elements’.

To help inform the development of the project, stakeholders must be further engaged and a range of consultation will be undertaken through the preparation of OBCs. This will provide time-limited exercises with specific opportunities provided to stakeholders to express their opinions on a proposed

area of work, to help inform and enhance the development of the project elements identified in the SBC.

Information sharing will also be undertaken throughout the OBC, and FBC, stages to keep stakeholders updated on the progress of the project.

2 Engagement Aims and Objectives

Consultation and Engagement with stakeholders is an important part of developing the OBC. This document will set out how the Council intends to engage with stakeholders, partners and the local community, in order to help develop the project and communicate information.

2.1 Defining Consultation and Engagement

There is an important difference between informing, consulting and engaging with stakeholders. Each involves different approaches, tools and techniques, aimed at different outcomes. Using the right method is essential to ensure that consultation and engagement is effective, achieves the intended results and is a positive experience.

2.1.1 Informing

Providing information is a one-way process of notifying people about local services, initiatives and issues. It is the primary mechanism for alerting people to what is available and happening in their area, as well as allowing the Council to comment on the progress of its initiatives.

Examples of information include press releases, the Council's website, leaflets, posters, exhibitions, articles in newspapers, television and radio interviews, and online communication (Facebook, Twitter, YouTube, Instagram and LinkedIn).

2.1.2 Consultation

Consultation is often explained as a process of dialogue that leads to a decision. It is a primary way of ensuring that all Council services respond to and reflect the needs of local people. Consultation can be statutory (e.g. the Council is required by law to consult on planning issues) or non-statutory (e.g. the Council actively chooses to seek views on relevant topics, such as focus groups on young people's needs). Consultation allows the Council to gain views from local people or service users about proposed changes, priorities or new initiatives. Although these views are considered, the final decision rests with the Council.

Consultation is more than just providing information, but less than participating in making decisions or plans. People comment on the given options, rather than propose any alternatives. We acknowledge that this can sometimes lead to confusion; with people feeling the Council has taken the decision, despite local views. Therefore, it is critical to be very clear at the outset about what people are being asked to comment on and an explanation of how and why decisions are reached, to minimise the possibility of misunderstanding. It is also key to remember that if the decision has already been taken, there is no point in consulting the public. The Council may need to inform about the situation and explain what has been decided and why, in order to ensure transparency in decision making.

We must also take cognisance of the fact that different types of activities might overlap. For example, there can be a focus group that discusses already prepared plans (i.e. people are consulted on whether they like them or not). However, there can also be a focus group that participates in designing proposals (engagement).

2.1.3 Engagement

Engagement is a two-way process. It involves stakeholders in making decisions that can lead to improvements in the quality of their life and allows them to take part in shaping the places they live in.

Engagement requires much more active involvement from stakeholders than consultation. Rather than comment on given options and plans, stakeholders work together with the Council to come to a

decision. They are able to gain greater knowledge of the relevant issues, discuss different options and contribute ideas.

There is an emphasis on building relationships with stakeholders, so that the participants remain involved on an ongoing basis. Stakeholders need clear messages about what services can be influenced and precisely what levels of the decision-making process are open to them. If this is not made clear from the outset many of those engaged may become disillusioned and disengage from further involvement. Therefore, every participation exercise has to make it clear at which level it aims to involve each stakeholder. It is important to make engagement as inclusive as possible, which is discussed in more detail later in this section.

2.1.4 Principles

Consultation and Engagement with stakeholders is an important part of developing the OBC. This document will set out how the Council intends to engage in order to help develop the project and communicate information to stakeholders in East Dunbartonshire and across council boundaries in the wider City region.

Early and effective engagement and communication is beneficial in terms of:

- Ensuring that expectations are managed and that everyone understands the process of development;
- Facilitating dialogue with statutory consultees in order to understand and address any potential issues at an early stage;
- Providing a framework for developing a relationship with landowners directly affected by the project in order to maximise the opportunity for landowner agreements in the longer term (in order to avoid potential CPO); and,
- Building understanding about what is being proposed, why and what the positive benefits are, helping to build support from all stakeholders and end users. For example: behavioural changes relating to active travel; multi modal improved transport and connectivity; place making; and investment and economic growth.

EDC takes a proportionate and consistent approach to consultation and engagement activity, based on National Standards for Community Engagement, and as such will adopt this approach (Appendix 1) in relation to all City Deal consultation and engagement.

The overarching aim of City Deal is the delivery of a programme of interventions to support a positive and transformative change, accelerate economic growth and support local communities in East Dunbartonshire and the wider City Region. To ensure this aim is realised, we are committed to the following principles:

- Being transparent and honest about the engagement process and ensuring that East Dunbartonshire stakeholders, including residents are clear about how and to what extent they can influence proposals;
- Providing clarity about the timescales involved and ensuring that stakeholders understand the different projects within the City Deal;
- Being inclusive and making sure that all stakeholders feel able to engage in the process;
- Building the capacity of the local community and empowering residents to participate fully by providing appropriate and effective support;
- Listening to stakeholders and actively demonstrating how their views are helping to influence plans;
- Being innovative, creative and open to new ideas;
- Being flexible and adapting to changes in circumstances so that we can respond effectively to emerging views and the complexities of regeneration and transport issues;

- Ensuring the process provides value for money and that decisions are supported through a cost benefit analysis process;
- Creating and sustaining momentum so that stakeholders remain engaged throughout the different projects that comprise the City Deal;
- Monitoring and evaluating progress so that we can learn lessons and improve the process.

As the City Deal project moves through the various Business Case stages, the emphasis of the engagement and consultation activities will shift, therefore this live document will be updated at each stage.

2.2 Requirements

The Council is required to take steps to comply with a range of legislation when developing new or updated 'proposals'. This includes policies, plans, procedures, programmes, frameworks, strategies, strategic decisions, service changes, masterplans etc. Assessments are only required where relevant and the extent to which they are carried out should be proportionate to the scale and scope of the proposal. Not all proposals will require all assessments and some may need more significant assessment work than others. The four impact assessments that must be considered are:

- Equality Impact Assessment
- Strategic Environmental Assessment
- Corporate Risk Assessment
- Data Protection Impact Assessment

The assessments provide important information to inform elected members of the relevant implications of assessment impacts identified and proposed recommendations. The assessments also provide evidence that full consideration has been given to potential relevant impacts during the preparation of proposals and that these impacts were taken into account when decisions were made. The EDC Impact Assessment Checklist (Appendix 3) shall be completed by the City Deal Team at the outset of any consultation and Engagement to determine relevance and proportionality.

2.3 Risks

As the project progresses it will be important to review the strategy from a risk based perspective. Key risks relating to engagement and consultation are captured in the project risk registers and are subject to regular review by Project Teams and Project Boards and are summarised in Table 1 overleaf.

Table 1. Engagement Risks Summary

Risk	Mitigation
Lack of support/acceptance/understanding from stakeholders for the project	Ensure benefits (including regional and wider benefits) are clearly communicated Address stakeholders concerns as far as possible within the objectives of the project
Insufficient or disproportionate attention and representation	Host a diverse range of events in different locations aimed at specific groups of demographics in East Dunbartonshire and the wider City region.
Project involves leasing or acquirement of land	Early engagement of landowners. Ensure transparency of progress.
Engagement fatigue	Develop a consultation platform that makes clear the engagement process and timelines, and a place to publish news and information in relation to the project. Rationalise / combine consultation events for the three project elements – where possible.
Preferred option impacts upon natural or historic environment	Ensure engagement with internal and external technical stakeholders i.e. Planning Department, SEPA, NatureScot, Historic Environment Scotland etc. Ensure transparency of option generation Ensure options are driven by understanding of impacts Consider mitigation early
Pressure for additional consultation or face to face meetings	Manage expectations and use EDC, Glasgow City Council and City Deal websites and social media channels to distribute information
Risk of unsupportive coverage in the media and press	Address any concerns/enquiries received via the media - both within responses and offline as necessary - controlling the narrative as much as possible Plan a series of positive press releases and potential photo-calls

Source: East Dunbartonshire Council, City Deal Risk Register

2.4 Stakeholder Identification

The project will directly and indirectly affect a wide range of individuals, groups and organisations across East Dunbartonshire, the North of Glasgow and the wider City Region. It is important, therefore, to seek to identify as many relevant stakeholders as possible and engage with them.

Successful delivery of the project will be influenced by:

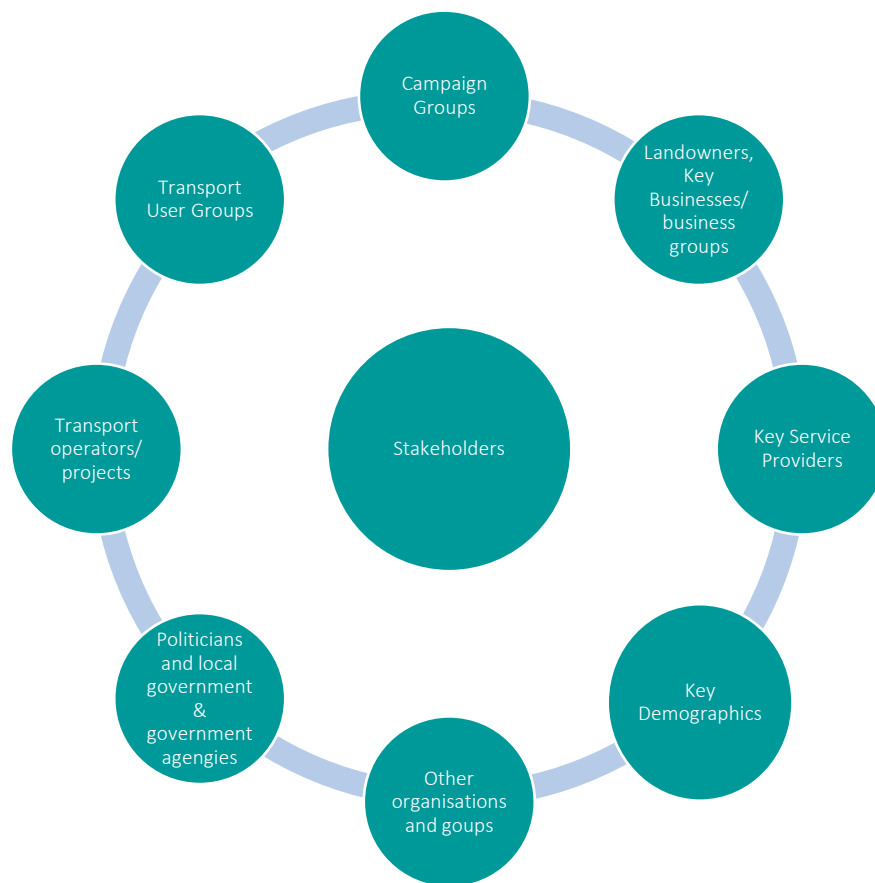
- Informing stakeholders of the proposals;

- Obtaining their comments and inputs into the development process and decision making;
- Generating support and addressing concerns; and,
- Keeping them informed of progress and outcomes.

Stakeholder mapping was undertaken by the City Deal Team on 1st June to identify stakeholders, their likely role and the tools that could be used to engage with them. As the project progresses stakeholders will be added to the list and it continues to be a live document. This list will effectively become our stakeholder database which will be managed in accordance with GDPR.

The list of initial Stakeholders can be found in Appendix 3, they have been allocated into the following eight categories:

Figure 1 Stakeholder Categories



2.5 Types of Stakeholder

Stakeholders are classified into their likely engagement roles, with four main roles identified (see Appendix 4):

- Decision makers – people or organisations charged with making the final decisions around the project;
- Delivery partners – groups that will play a role in delivering the changes required by the project;
- Engagement partners – groups that can help prepare and disseminate information and engage with residents and other groups; and
- Influencers – groups that will be engaged with either directly, or through engagement partners, whether they support or oppose the proposals will have an influence on the decision makers.

As the project progresses, new stakeholders may be identified and will be categorised and added to the list as appropriate. The stakeholder roles influence the likely frequency of contact required and the most suited engagement methods.

2.6 Tools and Methods

There will be a significant number of affected and interested stakeholders who will be involved in the project. As a result, a range of communication and engagement tools and methods have been identified. It should be noted that whilst the list covers the most likely engagement tools and methods, it should not be taken as being fixed or complete.

2.6.1 Communication Tools

The following tools have been identified to support wider communications of the project and proposals:

- Website – a City Deal section has been created on the EDC website as an effective mechanism for delivering and sharing information. A key feature as the project elements develop will be a high-level, interactive timeline that sets out important dates for the public and local stakeholders.
- As part of the website presence, a bespoke digital online engagement tool will be created by EDC. It will provide a user-friendly means to engage and consult with local communities and stakeholders, helping to maximise participation, make the process more transparent, broaden engagement demographics and inform better consultation.
- Social media – social media platforms including Twitter, Facebook, YouTube, Instagram and LinkedIn
- Newsletter and FAQs at programme level to share key facts about the project
- Public relations and media briefings - by EDC Communications Team. Updates to be provided at key points in project development.
- Videos – visual materials to explain City Deal and the project elements within the City Deal, common questions, and feedback from engagement events and activities
- Advertisements – articles in local newspapers, Facebook adverts, notices in bus stops, etc
- Community Groups – the local area has several community groups that can support us and help us reach the wider community, we will meet with and work closely with the Community Council and other community groups to garner their support and help us interact with different groups and communities across the area.
- Committee reports – two reports will be presented each year to East Dunbartonshire Council to provide a general update on the Glasgow City Region and the City Deal project, and where required seek decisions. Reports on the project should, where possible, provide an update on consultation and explain forthcoming activity expected for the next six months.
- Technical Notes – if required these will be used to update Elected Members prior to activity taking place to provide greater detail than what is able to be provided in Committee reports. Technical Notes cannot be provided to seek decisions, but can be used to provide information and updates in lieu of Committee reports. Technical notes will be published on the Council's website, unless they contain commercial or other sensitive information.

The relevant project delivery teams will work closely with the EDC, SPT, GCC and City Deal Communications Teams to advise of approaching key milestones.

As Glasgow City Council and SPT are delivery partners in the A803 project element, any communications, consultation and engagement in relation to the A803 will be conducted in line with their principles and governance.

Internal communications will be used to inform employees involved in the project so they can become ambassadors for the scheme, through the use of core script documents, the Employee Zone on the EDC website, articles on The Hub intranet and the Depute Chief Executives' Update.

Key messages will be agreed early on to ensure consistency in responding to enquiries. This minimises uncertainty and confusion about what is planned and makes stakeholders feel involved and that their views will be considered.

The City Deal project element lead will be responsible for agreeing material, in coordination with appropriate members of the Technical Working Groups, the Project Board and Collaborative Group (where appropriate) prior to publication.

2.7 Engagement Tools & Methods

Communications materials used during the various phases of consultation and engagement will have to present complex information, in some cases to a non-technical audience. Careful thought will be given to ensuring that communications are designed to be appropriate for the specific audience.

The following were identified as potential tools to promote engagement, discussion and debate around the City Deal projects.

Table 2. Engagement Tools

Tool	Detail
Meetings with key individuals/groups including community councils and local community groups for example Betterbriggs.	Hold regular meetings with key stakeholders in different formats as appropriate, for example group meetings or one-to-one meetings.
Public and stakeholder consultation	A formal phase of consultation to allow information sharing to, and comment from, a wider audience. This will be developed further as part of the individual project element planning process.
Briefing events	Structured invitation-only events held with engagement and delivery partners.
Drop in sessions	Facilities for people to come in, obtain information and ask questions. Locations include Supermarkets, Leisure Centres, Libraries, places where there is cross range of society.
Pop up events	Public events to raise awareness.
Passenger Surveys	Passenger surveys in relation to public transport.
Workshops	held with appropriate stakeholders to raise awareness, anticipate concerns, discuss options, mitigation measures, etc
Online Questionnaire	Use of online platforms for questionnaires and surveys.
Written media	Newsletters, factsheets, advertising in local area.

Links with existing Projects	Ensure opportunities are taken to link City Deal Programme with other relevant projects being delivered/developed.
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2.8 Other Engagement and Consultation

We recognise that in the area of Bishopbriggs there have already been a number of consultation events and we are aware of other consultation events from other EDC services and local community groups. As such, we will plan our consultation and engagement activities, pool resources and work jointly whenever possible to avoid 'consultation fatigue'. Where relevant, we will use previously obtained information to reduce duplication of engagement activity. As outlined under corporate governance later in this plan, the relevant team will attend various working groups allowing for the leveraging of knowledge and avoiding clashes with other consultations.

2.9 Barriers to Engagement

In terms of overcoming barriers to engagement, the methods outlined above will ensure accessibility and reach by using both digital and non-digital formats. Digital information can be accessed at any time of day, offering greater scope for participation. The EDC Community Planning team will be consulted on whether the relevant team the assistance of multi-lingual Council staff and partners to help reduce language barriers. Digital platforms will be key to overcoming COVID 19 barriers and restrictions. Traditional print media will be available for those who are unable, or do not wish to access information online. The provision of a telephone number means that it is still possible to speak to someone, given that face-to-face contact may be limited by COVID restrictions. All of the above will be taken into consideration in the equality impact assessment discussed in more detail below.

2.10 Equality Impact Assessment

The need for an Equality Impact Assessment (EqIA) stems from the General Equality Duty which requires public authorities to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

The General Equality Duty covers the following nine protected characteristics:

- | | |
|------------------------|-------------------------------|
| 1. Age | 6. Marriage/Civil Partnership |
| 2. Disability | 7. Pregnancy/ Maternity |
| 3. Ethnicity | 8. Religion/Belief |
| 4. Gender | 9. Sexual Orientation |
| 5. Gender Reassignment | |

In Scotland, there are Specific Duties which help public authorities meet the General Equality Duty. Among other things, the Specific Duties require listed public authorities to:

- Assess the impact of applying a proposed new or revised policy or practice against the needs of the General Equality Duty
- To consider relevant evidence relating to persons who share a protected characteristic
- To take account of the results of any assessment in respect of that policy or practice
- Publish the results of any assessment within a reasonable time period
- Make arrangement to review and revise any policy or practice.

Therefore, the purpose of an EqIA is to analyse the likely impact of new and existing policies and practices (including decision-making) on different groups of people in the community and how the needs of such groups have been taken into account. An EqIA ensures that equality is at the centre of policy development/review and service delivery.

As part of this Consultation and Engagement Strategy and as a matter of best practice, an EqIA will be undertaken by the project element lead prior to any community engagement for each of the project elements within the City Deal Programme. Any mitigating actions will be undertaken at the earliest opportunity.

It should be noted that the EqIA is considered a 'live' document which will be updated and used throughout the development and publication of the work, with particular reference to any impacts identified.

3 Process

The SBC contains three project elements. There are four key programme stages for the development and delivery of each project element.



1. Feasibility (to help inform Outline Business Case stage)
2. Option Development (to help inform Outline Business Case stage)
3. Planning and Procurement (to help inform Outline Business Case stage and Final Business Case stage)
4. Construction and Operation (post FBC completion and approval)

In planning and programming, consultation and communication activity for each project element, these stages should be followed. This will ensure that technical information is available for consultation and communication activities and what results from these activities can feed into and inform the technical work.

Stage 1 – Feasibility - this stage will move through project initiation and towards confirmation of the need for intervention and the scheme objectives. During this phase of the project the focus of communications and engagement work will be on:

- Sharing 'good news' information to confirm that the project has started.
- Sharing information on the purpose and scope of the project and managing expectations around the outcome of this stage of work.
- Making initial contact with stakeholders and setting out/agreeing how we intend to work with them going forward.
- Ensuring that the project team understand the point of view of each of the key stakeholders.
- Generating discussion around the OBC objectives per project element and strengthening buy-in from the key stakeholders.
- Providing an opportunity for stakeholders to identify additional evidence to help build the case for intervention.

Stage 2 – Option Development - this stage will focus on option development and the engagement work will:

- Allow stakeholders to contribute to the process of option identification within each project element.
- Allow stakeholders to contribute to concepts and outline design options.
- Ensure that the option sifting process and any assumptions made are understood.
- Ensure that stakeholders understand why options perform in the way that they do, relative to the sifting/appraisal criteria.
- Ensure that the reasons for choosing and discounting options are clearly communicated.
- Work towards a position where stakeholders understand and support the recommended option identified.

Stage 3 - Planning and Procurement

- To seek input from stakeholders on finalised option (detailed design stage)
- To give stakeholders the opportunity to comment during statutory process such as planning applications.
- To advise on timescales for delivery.

Stage 4 - Construction and Operation

- To keep stakeholders informed of the construction process and timescales for completion/opening.
- To promote the new project.
- To offer incentives to use the service – if applicable.
- To update on the success following monitoring and review of the completed project (and project elements).

3.1 Engagement Activities by Stage

Examples of the high-level activities that will take place in their respective stages are listed in the table below. It should be noted that statutory consultation has already taken place for the SEA Scoping Report which relates to the Westerhill Masterplan and BRR5 project element, the report was submitted to the SEA Gateway in October 2020 with a response received in November 2020. The Scoping Report was amended in December to incorporate the comments received from the statutory authorities. Further consultation will take place on the SEA Environmental Report for a period of no less 6-8 weeks and a post adoption statement will be issued after any Masterplan is adopted.

Table 2. Key Activities by Stage

Phase	Key Activities	Date
Stage 1 Feasibility	<ul style="list-style-type: none"> ▪ Set up webpage, initial social media posts ▪ Draft and issue media release ▪ Issue Stakeholder Engagement Plan to Project Board and Collaborative Group; ▪ Report to Place Neighbourhoods and Corporate Assets (PNCA) or Council post summer recess 2021 	April – June 2021
	<ul style="list-style-type: none"> ▪ Meet with key decision makers, delivery partners and engagement partners; ▪ Publish project key facts; ▪ Inform public of progress via our City Deal web pages and or other appropriate marketing activities as required. 	October 2021 – June 2022
Stage 2 Option Development	<ul style="list-style-type: none"> ▪ Further meetings and workshops with delivery partners; ▪ Inform public of the project and opportunity to feed into work; ▪ Analyse data received from engagement; ▪ Prepare material for consultation; 	TBC

<p>Stage 3 Planning and Procurement</p>	<ul style="list-style-type: none"> ▪ Elected Members briefing; <p>Hold public consultation events, with engagement partners and key supporting influencers.</p> <p>Media releases, update website, newsletter Prepare materials for consultation events Online questionnaire; Elected Members briefing; Hold public consultation events, Analyse data received from engagement Achieve any necessary statutory consents, including associated consultation activities and reporting for any statutory processes in regards to planning, transport, construction and the environment.</p>	<p>TBC</p>
<p>Stage 4 Construction and Completion/operation</p>	<p>Elected Members briefing; Media briefings Update website Prepare promotional material Monitor success of scheme Promotion</p>	<p>TBC</p>

3.2 Feedback and Recording

Information gathered from consultation activity will be collated and analysed at each stage. The results of any consultation will be summarised and feedback provided at a high level on how they have informed the development of the projects. Consultation reports will be prepared to help do this and to assist in securing any necessary consents during the Statutory Process. Outcomes will be fed back through reports to the Project Board, Collaborative Group and Technical Working Groups, and via the City Deal pages of the EDC website.

3.3 Evaluation of approach and methods

The City Deal Project Team will monitor and review the success of the methods of engagement considering the number of responses received. Action will be taken to encourage increased involvement if required. The team will provide updates to the Project Board, Collaborative Group and the City Region PMO.

3.4 Governance

The EDC City Deal Project Board will oversee the process of stakeholder engagement and be satisfied that its stakeholders are identified. The Project Board has been established for the duration of the delivery of the Councils' City Deal Project, and it will:

- Subject to approval via relevant Council committee agree the scope and detail of the project and its various elements.
- Ensure projects elements and the overall programme are affordable and achieve objectives and benefits as prescribed in the approved SBC. Own and oversee the City Deal project programme of work, and have management oversight of all City Deal related capital projects;
- Agree and commit resources. Collectively the Project Board will oversee all of the internal EDC service resources required for the success of the project.

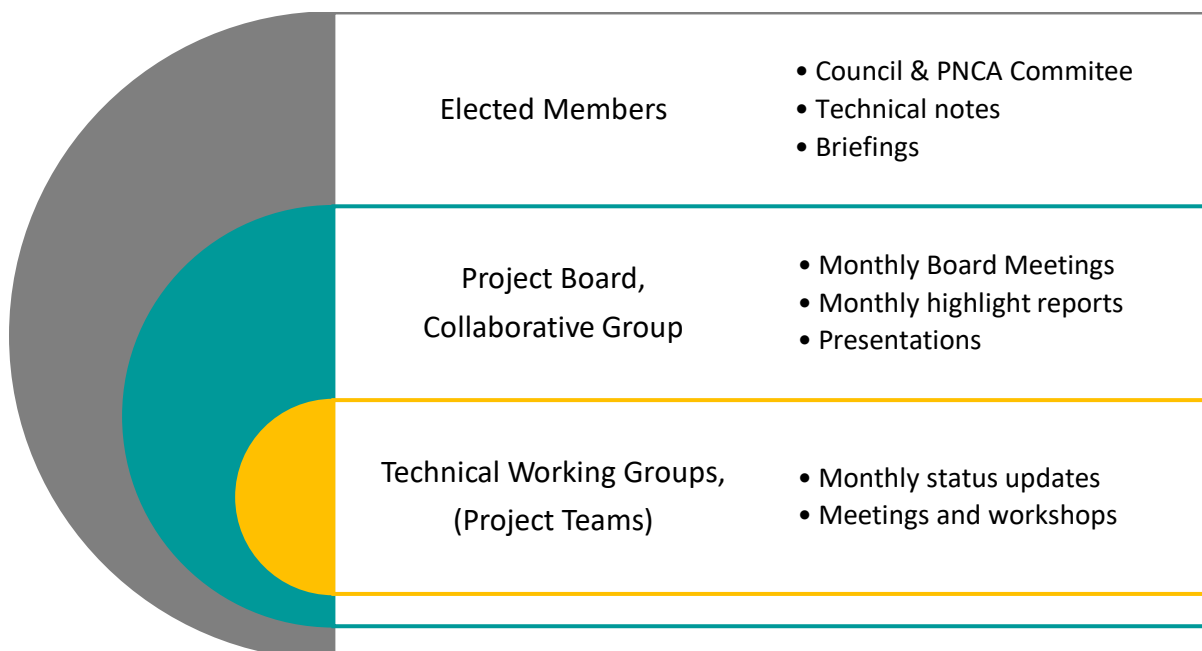
- Agree Project Initiation Documents (PID) for each of the three project elements. The purpose of the PID is to capture and record basic information needed to correctly define and plan the project. It will act as a reference point for the entire project, and will under the following headings guide how the project is developed and delivered. The PIDs must be developed first as will set the parameters for the management of the development and preparation of each Outline Business Case. Each PID includes elements such as Scope, Programmes, Quality Standards, Risk Registers and Consultation and Communications plans.
- Be responsible for development and management at key stages of the project as identified in the PID and in advance of formal approval by Council. This includes approving the Council's approach to Outline Business Case stage and Final Business Case stage, approving the key elements of the Outline Business Cases, signing off businesses cases prior to submission to Council or the appropriate service committee as well as the City Deal PMO.
- Take ultimate responsibility for all aspects of quality. The Project Board must agree the quality standards to be applied, and responsibilities for ensuring quality. They must also ensure that the project is aligned to other relevant Council strategies and policies throughout its lifecycle.
- Authorise any Change Requests within delegated limits or where necessary report and seek approval to the relevant service committee or Council.
- Consider Exception Reports which will be required where there is a breach of an agreed project tolerance and where necessary report and seek approval to the relevant service committee or Council.
- Agree Programme and Project Risk Registers. Control the level of risk exposure and own the resolution of risks and issues. The Project Board must agree an acceptable risk profile (for the programme and per project element) and ensure that an appropriate approach to identifying, categorising and escalating risks is defined and followed.
- Communicate with stakeholders. The Project Board ensures that there is timely and effective communication for each stakeholder group, that expectations are managed and that key messages are consistent and accurate throughout.
- Propose the closure of the project. The Project Board will consider when to close the project, whether this is at the planned end after successful achievement of all objectives or prematurely where it becomes clear that the benefits can no longer outweigh the costs. The closure of the project will be presented to the relevant Council committee for ultimate approval.
- Will receive, consider and agree monthly Highlight Reports. These Highlight Reports will take the format similar to those also to be provided monthly to the Glasgow City Deal Programme Management Officer (PMO) as part of the requirements under the Programme Management Tool Kit / Assurance Framework.
- Agree quarterly City Deal Member Authority Status Reports prior to submission to the PMO as part of the requirements under the City Deal Programme Management Tool Kit / Assurance Framework. [These are more detailed updated which will include: Project Benefits Realisation (include Community Benefits); Risk; Change; Financial updates (These will include: Budget performance; Expenditure and Funding draw down); Project Inter-dependencies; Project Milestones; Contract information]
- Agree prior to submission any update required as part of Glasgow City Deal Programme Gateway Review.
- The Project Board will oversee and manage collaborative and partner working relationships. The Project Board will work closely with the multi organisation 'Overseeing Group', which will provide oversight to the Sustainable Transport Project Element. The Project Board will however have overall governing responsibility for the project as described in the SBC
- Agree required onward reporting to Place, Neighborhood & Corporate Assets Committee or Council. This will include general updates and approvals at key stages such as Outline Business

Case (s), Final Business Case (s), key project development and delivery. The Project Board will also agree onward reporting relating to Exceptions Reporting.

The Collaborative Group discussed above, will provide oversight in relation to the A803 Route Corridor project element.

Set out below is the framework approach to governance which the project will adhere to.

Figure1. Governance Framework



In addition to EDC governance, East Dunbartonshire's City Deal project is also governed by the Glasgow City Region. The Glasgow City Region City Deal Programme is underpinned by a robust governance process that is designed to ensure that public money delivers agreed outcomes. A Programme Management Office (PMO) administers and manages the Programme; manages project business case approvals, liaises with the UK and Scottish Governments and other stakeholders; analyses and reports on the benefits and delivery of projects and the overall programme.

Reporting on the progress and status of the construction elements of approved projects within the Infrastructure Fund is undertaken at two levels: at an individual Member Authority level and at a City Deal PMO level. This is served by the production of the following reports:

- Project Status Report; and
- Member Authority Progress Report.

The Project Status Report is the main vehicle for recording, monitoring and reporting project progress and compliance with the terms of the grant agreements. The 4-weekly Project Status Report provides an auditable record of project monitoring and management information and is a key tool in ensuring the UK and Scottish Governments; the Cabinet; Chief Executives' Group, and the PMO receive regular, scheduled updates on specific projects. It provides a clear record of milestones and is a basis for project scrutiny and analysis using the Red/ Amber/Green (RAG) system for recording the status of a

project across a number of key monitoring areas. As one of the eight member authorities of the City Region deal, we must adhere to the governance and reporting set out by the PMO.

Outline and Final Business Cases will be agreed by the Council, and then must be submitted to the Glasgow City Region Cabinet for approval.

3.5 Elected Members

Elected Members briefings will be facilitated through the Depute Chief Executive for Place, Neighbourhood and Corporate Assets and where required delegated to Executive Officer for Land Planning & Development. Elected Members will be briefed ahead of public consultation activities at each stage. Elected Members will be engaged using the following methods.

- Committee Reports
- Technical Notes
- Convener/ Vice Convener Briefings
- Ward Member briefings
- Wider Elected Member or 1-2-1 briefings where required.

The Council Administration acts as the ultimate decision maker in relation to the project. Elected Members will be provided with updates and recommendations via committee reports (to Council or PNCA Committee). Officers will seek approval via Council / PNCA Committee for:

- Project element options for development and the recommended option to take forward in detail (in each OBC and into the FBC);
- Final detailed designs and associated project costs;
- Outline Business Case prior to submission to the Glasgow City Region;
- Final Business Case prior to submission to the Glasgow City Region;
- Financial close and agreement to enter into contract to deliver works.

There will also be the need to brief Glasgow City Council Elected Members in relation to the A803 project element. The project element lead will liaise with GCC on the most appropriate ways to do this.

4 Action Plans

Taking on board the principles and guidance set out in this document - each project element will have its own action plan that clearly sets out the programme of activity for consultation and communication. In a concise format, this will include the following key information:

- Stakeholder list for the particular project element;
- Identify the required consultation and communication activity and tools/methods required generally and per stakeholder;
- Activity timeline taking cognisance of key project milestones and stages (including approvals);
- SMART goals and objectives.

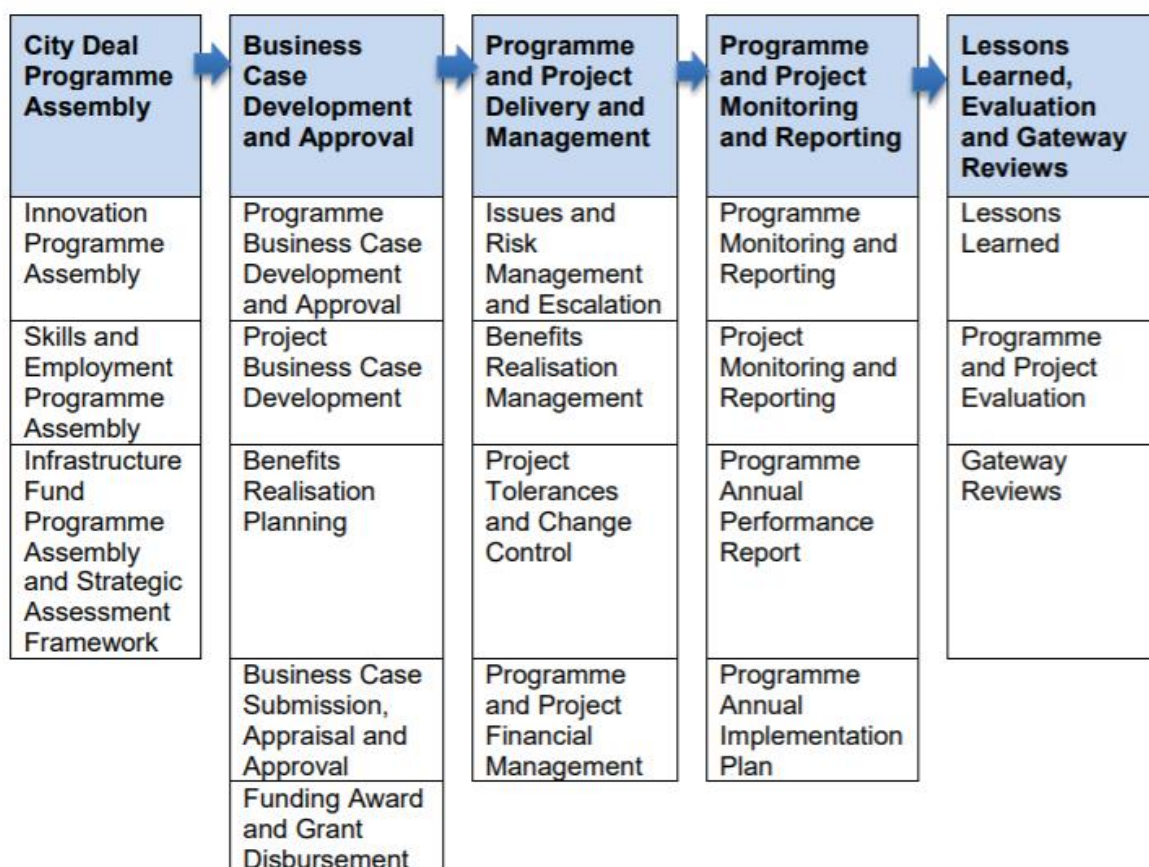
The project element lead from the Council's City Deal Team will be responsible for the preparation and management of the action plan. The BRR5 as a major works package, will also have an action plan, which will be prepared and managed by the Council's Major Asset Projects Team, in consultation with the City Deal Team. This will have a close relationship with the action plan for the Westerhill Masterplan project element.

The action plan will be included as part of the Project Initiation Document.

The format for use for each action plan is included in Appendix 5.

Appendix 1 EDC Consultation and Engagement Strategy

Appendix 2 City Deal Programme Development and Management



Source: Glasgow City Region City Deal: Assurance, Governance and Performance Management Framework Version 2.4, August 2019

Appendix 3 Impact Assessment

Complete the Impact Assessment Checklist at the inception of the proposal. This should be sent to impactassessments@eastdunbarton.gov.uk so that along with the assessment officers the policy/proposal officer can be informed of next steps and any support can be programmed

EQUALITY IMPACT ASSESSMENT (EqIA)

Begin sections 1 and 2 of the EqIA

Complete sections 3 and 4 of the EqIA

Proceed with proposal or amend/stop, based on the outcome of your assessment in section 4

In section 5, set proportionate and relevant steps to mitigate adverse impact and/or highlight and build on positive impact.

Seek sign off in section 6

STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

Await SEA Letter of Determination & instruction from relevant officer

- Pre-Screening
- Screening & Determination
- Scoping
- Environmental Assessment

See **Appendix 2** 'SEA Compliance Flowchart' for full details

(If applicable) ensure SEA Environmental Report is ready for a 6-8 week public consultation alongside the draft proposal

SEA Post-Adoption Statement

RISK ASSESSMENT (RA)

Begin RA

- Identify
- Assess
- Record

Submit RA to Corporate Risk Adviser for review

Submit finalised RA with completed proposal

Monitor any controls and mitigation actions and include these in the next review of the proposal

DATA PROTECTION IMPACT ASSESSMENT (DPIA)

Answer screening questions in Appendix 1 of DPIA

If screening questions identify no need for DPIA, record and retain evidence of the decision

If screening questions identify requirement for DPIA:-

- Describe use of personal information
- Identify privacy risks
- Identify & evaluate privacy solutions
- Identify and evaluate privacy solutions
- Integrate solutions into the project plan

Attach the Impact Assessment Checklist and all completed assessments to the proposal and submit to the relevant Council/Committee/Board/Panel for approval.

Appendix 4 Stakeholder List

Below is a list of example stakeholders that have been mapped as per the identification and categorisation discussed in Chapter 2. Please note this is an initial list that will be refined and expanded as the City Deal programme progresses.

Stakeholder	Category	Role
Politicians , Local Government & Local Government Agencies		
East Dunbartonshire Council	Politicians and Local Government	Delivery Partner
Glasgow City Council	Politicians and Local Government	Delivery Partner
SPT	Politicians and Local Government	Delivery Partner
Glasgow City Region City Deal	Politicians and Local Government	Delivery Partner
City Deal Executive Group (CDEG)	Politicians and Local Government	Delivery Partner
Collaborative Group	Politicians and Local Government	Delivery Partner
Technical Working Group	Politicians and Local Government	Delivery Partner
Senior Responsible Officer	Politicians and Local Government	Decision Maker
Elected Members and Committees	Politicians and Local Government	Decision Maker
MSPs	Politicians and Local Government	Influencer
EDC Procurement	Politicians and Local Government	Delivery Partner
EDC Legal	Politicians and Local Government	Delivery Partner
EDC Finance	Politicians and Local Government	Decision Maker
EDC Internal Audit	Politicians and Local Government	Delivery Partner
Audit Scotland	Politicians and Local Government	Delivery Partner
Key Demographics		
Residents Associations & Community Groups	Key Demographics	Influencer
Churches and Places of Worship	Other Organisations and Groups	Influencers
Residents	Key Demographics	Influencer
Local Equality Groups	Key Demographics	Influencer
Regular Commuters – public transport passengers & car drivers	Key Demographics	Influencer

Key Service Providers		
Schools, Universities and Colleges.	Key Service Providers	Influencer
NHS Hospitals /GPs/Clinics	Key Service Providers	Influencer
Emergency Services	Key Service Providers	Influencer
Landowners & Key Business/Business Groups		
Westerhill Landowners Group	Landowners & Key Business/business Groups	Influencer
Landowners	Landowners & Key Business/business Groups	Influencers
Harper Collins	Landowners & Key Business/business Groups	Influencer
Strathkelvin Retail Park	Landowners & Key Business/business Groups	Influencer
Town Centre Retailers	Landowners & Key Business/business Groups	Influencer
Health/ Fitness/ Sports Clubs	Landowners & Key Business/business Groups	Influencer
Other Organisations and Groups		
Historic Environment Scotland	Other Organisations and Groups	Influencer
SEPA	Other Organisations and Groups	Influencer
NatureScot	Other Organisations and Groups	Influencer
Transport Scotland	Other Organisations and Groups	Influencer
Utility providers(Scottish Power, SGN, National Grid, BT etc)	Other Organisations and Groups	Influencer
Scottish Water	Other Organisations and Groups	Influencer
Glasgow Clyde Valley Green Network Partnership	Other Organisations and Groups	Influencer
Clydeplan	Other Organisations and Groups	Influencer
Metro Group (GCC)	Other Organisations and Groups	Influencer
Scottish Canals	Other Organisations and Groups	Influencers
Scottish Prison Service	Other Organisations and Groups	Influencers
Developers	Other Organisations and Groups	Influencers
Transport Operators/Projects		

Network Rail	Transport Operators/projects	Decision Maker
Strathclyde Partnership for Transport	Transport Operators/projects	Delivery Partner
Scotrail	Transport Operators/projects	Influencer
Cross Country Rail companies	Transport Operators/projects	Influencer
LGV & Road Haulage Associations	Transport Operators/projects	Influencer
Local Park and Ride	Transport Operators/projects	Influencer
Other bus operators	Transport Operators/projects	Influencer
Transport User Groups		
Public transport Users	Transport User Groups	Influencer
Sustrans	Transport User Groups	Influencer
Local transport campaign groups	Transport User Groups	Influencer
Campaign Groups		
Environmental Groups	Campaign Groups	Influencer

Appendix 5 Action Plan Template