



**Glasgow City Region City Deal**

**Cabinet**

**Report by Harjinder Gharyal, Project Director**

**Item 9**

**6th October 2020**

### **Metro Feasibility Study - Update**

#### **Purpose of report**

The purpose of this report is to provide the Cabinet with an update on developments on the Metro Feasibility that have taken place since April 2020.

#### **Recommendations**

The Cabinet is invited to note the update contained within the report.

## **1 Purpose**

- 1.1 The purpose of this report is to provide Cabinet with an update on developments on the Metro Feasibility that have taken place since April 2020.

## **2 Background**

- 2.1 As instructed by Cabinet in April 2020, Glasgow City Council is leading on the development a feasibility study on the Glasgow City Region Metro - this will involve working with key stakeholders to reflect on and provide a common definition and aspiration for what a Metro system is, what it can look like and what it can deliver for the city region. The Metro will need to consider and acknowledge a multi modal approach. This initial strategic appraisal will be key to align requirements and assumptions into and from the local, regional and national work on transport planning. The Study will consider from a fresh perspective the imperatives for regional policies and the transport network and development context arising from the global pandemic situation. A shared understanding of key planning assumptions and future transport scenarios will be critical to explore ambitious and sustainable new models for transit services.
- 2.2 This study will represent a holistic assessment approach incorporating considerations for place making, design, innovation, housing and land use, social inequalities, economic and environment factors to assess impacts on the strategic transport network configuration, investment, commercial operating models and potential sequencing of development activity.

## **3 Local Transport Strategy/Policy Framework**

- 3.1 Connectivity Commission published Phase one in November 2018 and Phase two was published in Spring 2019 made a recommendation that 'a Glasgow metro system should be developed'.
- 3.2 Glasgow City Council is currently updating its Local Transport Strategy (LTS) for the City using STAG principles. This new "Glasgow Transport Strategy" will set out a clear set of outcomes for the City in relation to transport up to 2030. There will be a public conversation over a six week period commencing in September 2020. It will contain a suite of policies and themes, and will be accompanied by a Delivery Plan identifying key interventions. The Strategy will be published in 2021.
- 3.3 A feasibility study on the Metro will particularly inform the LTS Delivery Plan, and it is important to demonstrate the case for an integrated public transport system in the City and City Region for the movement of people and goods where bus, train, metro, subway and new forms of mobility can co-exist and offer effective alternatives to car journeys in the City, and, in particular, support the City's most vulnerable communities. Key drivers for the project will align with relevant overarching strategies and plans. Therefore, inclusive economic growth, carbon zero targets and modal shift should strongly influence the placemaking approach to be embedded in the Metro project study.

## **4 Regional Transport Strategy / Policy Framework**

- 4.1 SPT has advised that due to the impacts of the Covid-19 crisis, the consultation originally planned to take place from March on the RTS Issues and Objectives will now be consolidated with the outcomes of the next phase of RTS development, Transport Options. Currently, the RTS Issues & Objectives are being updated to scope in impacts of the Covid-19 crisis as far as is practical at this stage, and the Transport Options phase will begin shortly following confirmation of the revised timescales and plans for Transport Scotland's Strategic Transport Projects Review (STPR2) in order to ensure continued alignment with the national processes.
- 4.2 Metro Feasibility Study will inform the next stage of the RTS identifying transport options.
- 4.3 Regular liaison meetings will be established between the Metro project team and SPT to identify synergies and opportunities.

## **5 National Transport Strategy / Policy Framework**

- 5.1 In September 2019, the Scottish Government published its 'Programme for Government 2019-2020', setting out the actions it will take over the next year. It states 'We welcome the Glasgow Connectivity Commission report ... and will consider the potential for a metro'.
- 5.2 In February 2020, Transport Scotland published the National Transport Strategy (NTS2) which advocates a vision for Scotland's transport system. A draft Case for Change report for Glasgow City Region was published on 27 February 2020.
- 5.3 The pace and scale of collapse in economic and social activity as a result of managing the COVID-19 crisis is unprecedented and has had a significant impact on travel demand.
- 5.4 Consequently Transport Scotland and Local Authorities have been working together to deliver the COVID-19 Transport Transition Plan in recent months. Transport Scotland is now turning its attention to wider and longer term agendas including the key role that transport has to play in that recovery.
- 5.5 There has been a change in the timing and framing of key government deliverables this year, including the National Transport Strategy Delivery Plan, the Climate Change Plan Update, the National Planning Framework 4 as well as the Infrastructure Investment Plan which have all had their publication dates changed in response to COVID-19.
- 5.6 Given the scale of uncertainty and the close linkages that these other pieces of work have in the context of STPR2, Transport Scotland will consider the implications for transport and how they will re-start the review to ensure that this

will identify interventions that would aid or help accelerate economic recovery where appropriate.

- 5.7 Transport Scotland intend now to take a phased approach to STPR2, with Phase 1 reporting along the original planned timescales of 2020 and focusing on recommendations which “lock in”, in transport terms, the positive benefits and travel behaviours of individuals and provide a step change in investment which supports the priorities and outcomes of the National Transport Strategy. It is envisaged that Phase 2, which will complete the review, will report later in 2021.

## 6 Associated Programme and Reports

- 6.1 A report ‘Towards a robust resilient wellbeing economy for Scotland’ from an independent Advisory Group established by the Scottish Government to advise on Scotland’s economic recovery in the wake of the COVID-19 pandemic was published in June 2020.

<https://www.gov.scot/publications/towards-robust-resilient-wellbeing-economy-scotland-report-advisory-group-economic-recovery/>

*The UK and Scottish Governments should commit to a securing significant increase in access to capital investment to support the recovery. This should maintain the Scottish Government’s commitment to a Mission to raise infrastructure investment*

- 6.2 Infrastructure Commission published their Phase 2 report in Delivery Findings Report A Blueprint for Scotland in July 2020.
- [https://infrastructurecommission.scot/storage/274/Phase2\\_Delivery\\_Findings\\_Report.pdf](https://infrastructurecommission.scot/storage/274/Phase2_Delivery_Findings_Report.pdf)

*Prioritisation and investment in our infrastructure that delivers an inclusive net zero carbon economy remains the key focus for the Commission. Our Phase 1 Report investigated the “why and what” of our future infrastructure needs and we have moved onto the “how” of infrastructure delivery for this Phase 2 Report. Infrastructure delivery is a very broad area to cover, and we have therefore chosen to focus on a number of specific aspects of that delivery landscape, which we believe will have the greatest impact. These areas are the adoption of a long term approach to prioritising an inclusive net zero carbon economy, how to optimise the impact of infrastructure in enabling sustainable places and delivering a thriving construction sector through an improved interface between the public sector and industry. We believe the implementation of our recommendations for these areas combined with those established during our Phase 1 work is vital to deliver the future infrastructure needs of Scotland over the long term.*

- 6.3 Mission Clyde is an important programme of work initiated by the Scottish Government and it is anticipated Mission Clyde and Metro Programme will work closely to ensure alignment.

<https://economicactionplan.mygov.scot/place/clyde-mission/>

*‘The work will focus on developing a compelling investor prospectus, identifying further opportunities for business growth and jobs, realising the potential of the Clyde to help address the climate change emergency and the opportunities the river presents for new industries and jobs. We will look at how we can bring forward further investment through the Green Growth Accelerator model and Scottish National Investment Bank. We will also work with local authorities. This will include considering plans for a Glasgow Metro as part of the second Strategic Transport Project Review to ensure the area is well served by sustainable transport, as well as managing future flood risk and using the opportunity presented by the preparation of the National Planning Framework 4 to consider the strategic importance of the river. At the heart of this approach will be our commitment to reducing greenhouse gas emissions by 75% by 2030 and to achieving net zero by 2045.’*

## **7 Metro Governance**

- 7.1 Under the Assurance Framework, the Airport Access Project is being delivered jointly by Renfrewshire Council and Glasgow City Council it was agreed that Glasgow City Council should assume the Lead Authority role in the completion of the Feasibility Study.
- 7.2 The 27<sup>th</sup> August 2020 CEG agreed the governance structure for the Metro project as set out in Diagram A below. The structure indicates decisions will be made by the current Joint Chief Executive Board (with GCC and RC) the Chief Executives’ Group and the Cabinet as existing. A Metro Strategic Advisory Group and a multi-disciplinary project team are to be created. The Metro team will engage with existing advisory groups which may exist within other relevant projects or organisations and the City Region City Deal Groups to influence the feasibility study and draw on expertise in all fields.



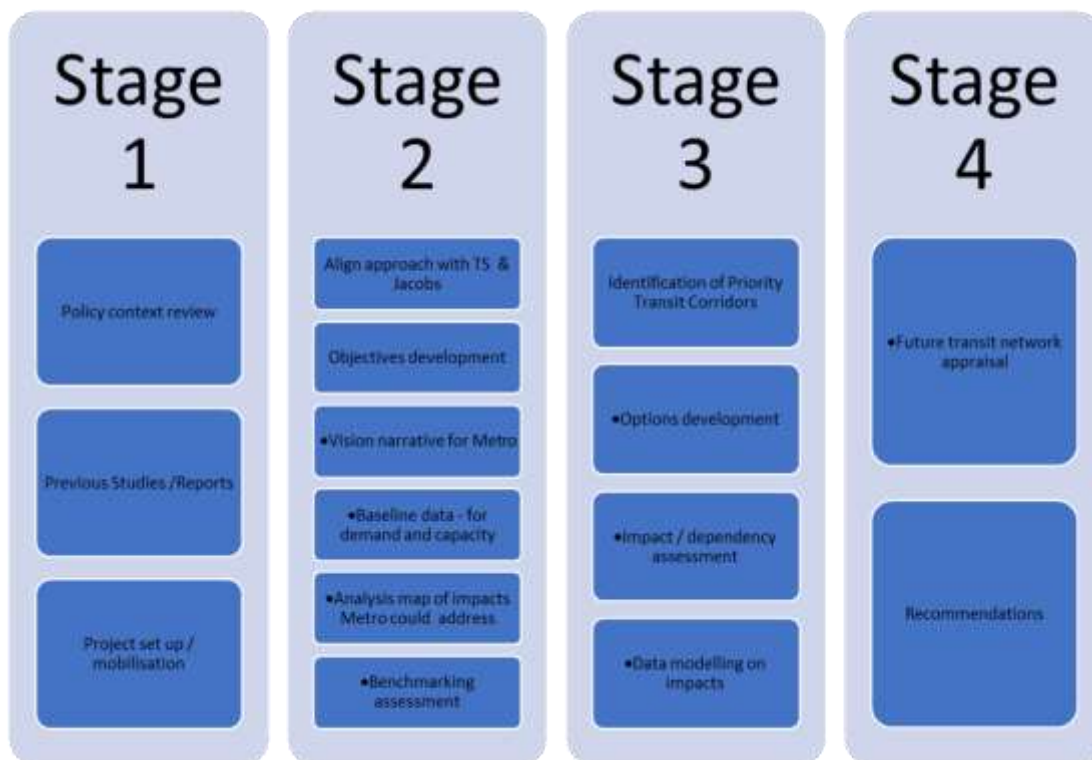
**Diagram A** Metro Governance Structure

- 7.3 It was agreed by Cabinet in April a multi-disciplinary team will be assembled, based within GCC, to oversee the development of the Feasibility Study, working closely with Transport Scotland who will provide direct access to their wealth of expertise and library of studies and reports. Some progress is being made on the creation of a multi-disciplinary team. Due to the current COVID-19 emergency the opportunity to working closely and fully with other agencies and within authorities has been compromised.
- 7.4 A Metro Strategic Advisory Group will be created and chaired by Harjinder Gharyal, Project Director. This group will be advisory to assist the project team and will be key to developing collaboration with other organisations in progressing with the project workplan. It is anticipated the first meeting will be held in October 2020. Membership and role and remit of this group is detailed in Appendix A. Progress reports will shared with the City Region’s Transport Portfolio Group, the Chief Executives’ Group and the Cabinet.
- 7.5 The 27<sup>th</sup> August 2020 CEG has agreed the membership and role and remit of this group as detailed in Appendix A.

## 8 Metro Update

- 8.1 GCC is developing a team led by Harjinder Gharyal, Project Director.

8.2 The initial approach by the team the set out below. The approach will develop as there is further engagement with stakeholders and additional skills and expertise becomes part of the team.



8.3 Currently the team are completing Stage 1 and moving to Stage 2. The review of current and previous studies which may influence the proposals is complete, except for accessing studies from Transport Scotland. Project set up and mobilisation is ongoing.

8.4 Transport Scotland have agreed their consultants preparing STPR2 will liaise with the project team to allow alignment with the work plans of the feasibility and STPR2. The relationship with Transport Scotland will need to develop further to ensure all the opportunities of the Metro are realised and now align into the revised STPR2 timelines for 2021.

8.5 GIS (Geographical Information Systems) are investigating data requirements of the project including collating spatial and related data essential to perform the necessary analytics and create visualisations which will be essential to the delivery of the feasibility study. This will be achieved using existing GI capability and suite of tools to produce interactive and static mapping applications, storymaps, dashboards and related graphics.

8.6 Spatial Planning has provided a dedicated planning officer and other support to the team to embed placemaking in the study and provide spatial planning input. Spatial Planning has provided a concept - 'Engineering as Placemaking' - and vision for the study to be developed further in terms of the stage 2 Vision 'Narrative for Metro'.

- 8.7 A series of stakeholder workshops will be organised to set objectives for the project, agree common planning assumptions and to align thoughts and ambitions of the 'Metro and what it means to each organisation.
- 8.8 As agreed by Cabinet in April the Feasibility Study will include an economic case and investigations into operator models. It would be prudent to seek expert advice and assistance in the preparation of the tender documents and to be part of the evaluation process. Part of this advice will be to advise on timescales and costs for the Feasibility Study.
- 8.9 The aspiration of the team is for the Feasibility Study to be completed by autumn 2021 and to align with revised STPR2 timelines for Phase 2. The cost of the Feasibility Study is unknown at the time of writing and the team will seek CEG approval prior to releasing the tender documents to market.
- 8.10 The team received approval from the 27<sup>th</sup> August 2020 CEG to appoint a consultant to provide expert skills to prepare the tender document. This cost of this part will be a maximum value of £60k from the City Deal funding.

## **9 Stakeholder Engagement**

- 9.1 Engagement with stakeholders will play a critical role in the shaping and success of this project which has extensive scope and reach in its ambitions, is cross-Regional and involves multi-stakeholders.
- 9.2 At the early stages, this will involve an initial mapping exercise, currently underway, to scope out the numerous stakeholders, their degree of influence and how / if we are currently engaging with them.
- 9.3 This Stakeholder Matrix will be regularly reviewed by the team and used to inform and shape not only our approach to individual groups / stakeholders but how we communicate and engage in an appropriate, timely and relevant way.
- 9.4 The Metro team has the intention and the ambition to learn from and build on some of the successful community engagement activities previously carried out and look to new ways of working, to ensuring we are truly accessible, engaging with all audiences.

## **10 Recommendations**

The Cabinet is invited to note the update contained within the report.



## Appendix A

<p><b>Metro Strategic Advisory Group</b></p>	<p>The role and remit of the group will be discussed and agreed at the first meeting. Draft terms of reference below listed below:</p> <p>Review the workplan of the Metro team and provide advice and assurance to feasibility plans and offer direct input through expert knowledge.</p> <p>Provide strategic advice for the Metro Feasibility project especially linking with associated strategy, programmes and projects.</p> <p>To consider future actions that are undertaken to assist the delivery of the outcomes of the associated strategy and projects led by partner organisations.</p> <p>To consider the impact and/or dependencies of a policy /strategy / project to each other' organisation.</p> <p>To consider collaboration projects / programmes would be useful to assist quality decisions making.</p>	<p><b>Members</b></p> <p>Harjinder Gharyal Project Director (chair)</p> <p>Airport Transport Scotland SPT Glasgow Chambers of Commerce Scottish Power (utilities liaison) Connectivity Commission representation Scottish Enterprise Scottish Government Mission Clyde</p>	<p><b>Meeting Frequency</b> monthly (initially)</p> <p><b>Recorded</b> Yes</p> <p><b>Published</b> No</p> <p><b>Distribution</b> Attendance Transport Portfolio CEG</p>
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