

**Glasgow and Clyde Valley Cabinet****Report by Head of Programme Management Office****PMO Evaluation –  
South Lanarkshire Council Strategic Business Cases****Purpose of Report:**

South Lanarkshire Council, as a Member Authority, has submitted the following Strategic Business Cases for evaluation by the PMO. The Glasgow and Clyde Valley Cabinet is requested to consider the recommendations from the PMO, which have been approved by the Chief Executives' Group:-

Strategic Business Case – Cathkin Relief Road;  
Strategic Business Case – Community Growth Areas;  
Strategic Business Case – Greenhills Road/A726 Dual Carriageway; and  
Strategic Business Case – Stewartfield Way Transport Capacity Enhancements.

**Recommendations :**

It is proposed that the Cabinet:-

- (1) agree that South Lanarkshire Council be invited to proceed to develop the projects to the next stage of development through the preparation of an Outline Business Case for each, subject to them developing aspects of the Business Case to meet in full the business case criteria going forward;
- (2) note that South Lanarkshire Council will continue to take cognisance of the emerging outcomes of the SAF and the detail of the Programme Business Case; and
- (3) approve the funding for each project as follows:-
  - (a) Cathkin Relief Road - £329,000;
  - (b) Community Growth Areas - £518,000;
  - (c) Greenhills Road/A726 Dual Carriageway - £858,000; and
  - (d) Stewartfield Way Transport Capacity Enhancements - £1,205,500.

## **1. Purpose :**

- 1.1 South Lanarkshire Council, as a Member Authority, has submitted Strategic Business Cases for the following projects for consideration by Glasgow and Clyde Valley Cabinet:-

Cathkin Relief Road;  
Community Growth Areas  
Greenhills Road/A726 Dual Carriageway  
Stewartfield Way Transport Capacity.

These Business Cases were considered by the Chief Executives' Group on 5th August 2015 when it was agreed that they should be submitted to Cabinet for approval.

## **2. Background:**

- 2.1 The Executive Summary for each project is attached as Appendices 1 to 4. These describe the strategic need for the projects, the options which have been considered to address the area's development constraints and the outline of a proposed solution.

## **3 PMO Assessment**

- 3.1 The projects have been reviewed against the business case criteria outlined within the Assurance Framework which aims to provide a level of technical checking, and to identify areas where further analysis or planning is required to develop the projects to the next level of detail. These technical checks will be discussed with South Lanarkshire Council and will form the basis of development work going forward.
- 3.2 The Strategic Business Cases have also been assessed for "strategic fit" against the main objectives of the City Deal overall, namely;
- (i) To increase economic growth while reducing economic inequality and disparities between people and places.
  - (ii) To improve connectivity within the Glasgow City region through infrastructure investment.
  - (iii) To support a growing population.
  - (iv) To provide high quality locations for investment and economic activity.
- 3.3 The projects are aligned with these objectives and the project outputs can be more fully defined at the Outline Business Case stage
- 3.4 The Programme Business Case is in development in parallel with our appraisal of this project. The outcomes of the SAF and Programme Business case process will further inform the development of these project business cases as they are developed to an Outline Business Case.

3.5 The SAF exercise is complete and the recommendations from this analysis will continue to be developed within the Programme Business Case.

**3.6 Financial**

These Strategic Business Cases seek approval for monies to allow the projects to progress to the next stage of the business case process. The estimated total cost of each project and the funding sought through each Strategic Business Case is as follows:-

<i>Project</i>	<i>Total estimated cost</i>	<i>Funding sought through SBC</i>
Cathkin Relief Road	£21,628,457	£329,000
Community Growth Areas	£62,300,000	£518,000
Greenhills Road/A726 Dual Carriageway	£23,088,011	£858,000
Stewartfield Way Transport Capacity Enhancements	£62,212,230	£1,205,500

**3.7 Legal**

The Member Authority should ensure close liaison and co-operation with the Legal and Procurement Support Group, and the Legal Sub Group in particular, to ensure that all outstanding legal issues are recognised and addressed appropriately at a Project and Programme level.

**4 Recommendations**

4.1 It is proposed that the Cabinet:-

- (1) agree that South Lanarkshire Council be invited to proceed to develop the projects to the next stage of development through the preparation of an Outline Business Case for each, subject to them developing aspects of the Business Case to meet in full the business case criteria going forward;
- (2) note that South Lanarkshire Council will continue to take cognisance of the emerging outcomes of the SAF and the detail of the Programme Business Case; and
- (3) approve the funding for each project as follows:-
  - (a) Cathkin Relief Road - £329,000;
  - (b) Community Growth Areas - £518,000;
  - (c) Greenhills Road/A726 Dual Carriageway - £858,000; and

- (d) Stewartfield Way Transport Capacity Enhancements -  
£1,205,500.

### South Lanarkshire Council Strategic Business Case – Cathkin Relief Road

#### Executive Summary

##### Introduction

This report represents the Strategic Business Case for the Cathkin Relief Road, being progressed by South Lanarkshire Council. The business case is required as part of the Glasgow and Clyde Valley City Deal Assurance Framework.

The project will provide a new 7.3m wide carriageway between the junctions of Cathkin Bypass/Burnside Road and Fernhill Road/Croftfoot Road/Blairbeth Road. Adjacent to the new carriageway will be a 2m wide footway on the south side and a 3m wide combined cycleway/footway on the north side. The cycleway will tie into existing cycle routes in the area. The carriageway alignment will be designed to the Design Manual for Roads and Bridges (DMRB).

Drainage for the new carriageway will be a SUDS system with swales adjacent to the carriageway, filter drains and storage/attenuation areas of the line of the road. The drainage elements will be designed to the DMRB and the Sewers for Scotland guidelines.

The street lighting design incorporates aluminium columns with LED lanterns. The lighting scheme is designed to BS EN 13201 – lighting class ME4a.

The junctions at either end of the new carriageway will be designed to maximise the capacity and provide a controlled flow of traffic with enhanced pedestrian crossing facilities. Opportunities will also be taken to lock in the benefits on neighbouring streets, improve greenspace and introduce improved public transport infrastructure/services by utilising both existing and additional funding streams.

##### Strategic Case

The proposed Cathkin Relief Road is situated in an extremely busy transport network. The scheme will enhance the local and strategic road network. Rutherglen has had a longstanding problem of congestion in the town centre which has led to air quality problems in particular. The Council has a desire to remove strategic traffic from the town centre and some existing less suitable radial routes, and re-route via an improved “strategic” local network. The Cathkin Relief Road will support this objective.

The local area is categorised by higher than average levels of unemployment, with a lower proportion of work age population. South Lanarkshire also has a centralised pattern, whereby the majority live and work within the area. The Cathkin Relief Road will improve accessibility for areas with high levels of deprivation. The scheme will promote areas of new development, thus assisting with job creation and providing improved access to the wider road and transport network and the opportunities this brings.

Policy documentation at a national, regional and local level has been reviewed and supports the Cathkin Relief Road.

The public have been aware of the Cathkin Relief Road scheme for many years as the scheme has been included in many strategic transport and development

planning documents and frameworks. During this time various consultation and stakeholder engagement activities have been undertaken as the scheme has progressed and a range of policy documents developed. The most recent public consultation event was held at the Fernhill Community Centre on Wednesday 26th November 2014; attended by 450 people and a further wider consultation is underway as part of the Planning Application process.

The scheme is considered to have the following benefits, which will be reviewed and aligned into a monitoring framework as the business case is developed. Specifically the proposed scheme will:

- Improve infrastructure to employment areas across Rutherglen and Cambuslang and reduce traffic impacts on neighbouring residential type roads;
- Reduce congestion at peak times with associated carbon emission reduction;
- Improve public transport reliability and bus/rail integration in the area by removing congestion and through traffic from existing routes;
- Enhance access for cyclists and pedestrians, by upgrading the capacity and quality of the wider footpath and cycle network;
- Provide environmental benefits in terms of air quality across the road network; and
- Improve road safety on the existing road network.

Risk associated with the scheme is reviewed on a continual basis, with a working risk register collating this information.

### Option Appraisal

A STAG appraisal undertaken in 2007 outlined a series of options to improve the local transport network. As part of the Stage 2 STAG, these options were packaged, with the Cathkin Relief Road scheme included in a package of measures categorised as integrated roads-based and sustainable transport interventions. This package, including the Cathkin Relief Road, was preferable compared to a public transport orientated package which was also assessed.

Updated forecast modelling and option testing identifies that a realigned Croftfoot Road/Blairbeth Road junction, and traffic signalling priorities given to Burnside Road, are the preferred western and eastern tie-in options from the existing road network, into the Cathkin Relief Road, respectively.

### Economic Case

The current working estimate for completion of the Cathkin Relief Road is £21.6 million, split as follows:

Item	Cost
Preparatory works	£322,615
Land costs / Compensation	£1,000,000
PU costs	£1,042,102
Fees & Construction costs	£19,263,740
<b>Total</b>	<b>£21,628,457</b>

An independent cost review, commissioned by South Lanarkshire, demonstrated consistency with the above cost estimate, giving confidence that the projected costs remain accurate. The above figures will continue to be reviewed as the design is refined.

The economic appraisal, calculated from the revised modelling exercise completed in 2015, demonstrates undoubtedly, that the scheme delivers very good value for money. This manifests itself in a benefit to cost ratio of the scheme of 2.9. In conventional transport economic appraisal, schemes with a benefit to cost ratio (BCR) greater than 2, demonstrate value for money.

Item	Value
<b>Present Value of Benefits</b>	£60,340,000
<b>Present Value of Costs</b>	£20,980,000
<b>Net Present Value (NPV)</b>	<b>£39,360,000</b>
<b>Benefit to Cost Ratio (BCR)</b>	<b>2.9</b>

Separately, work is also underway to confirm the expected GVA figure with emerging figures already demonstrating positive benefits in line with the original predictions.

### **Commercial Case**

The project is being designed and construction procured by South Lanarkshire Council who will then become responsible for the operation and maintenance of the new road and associated transport infrastructure. Timescales for the delivery of key elements of the project are as follows:-

- Public exhibition – November 2014
- Design – underway
- Planning submission – Spring 2015
- Tender – Autumn/Winter 2015
- Construction – Spring 2016 through to Autumn 2016

### **Financial Case**

As per the principle of the City Deal Infrastructure Fund, the Council will contribute up to 14% of the overall capital costs with the remaining 86% being funded by the fund. The Council will take on the resultant maintenance responsibilities in perpetuity following completion of the new infrastructure.

Opportunities will be taken to secure other third party funding should opportunities present themselves. Project delivery requires the scheme costs to be spread over a three year period from 2014/15 to 2016/17.

### **Sustainability Case**

Environmental impacts of the scheme have been considered with mitigation implemented through the design process where possible. There is an understanding that investment in the road network is required in order to provide for effective journeys and thus minimise congestion and delay.

### **Project Governance and Management**

The Assurance Framework sets out a clear governance structure. Within South Lanarkshire Council there is also a clear structure for City Deal schemes. The Senior Responsible Officer (SRO) is Colin McDowall, Executive Director, Community and Enterprise Resources.

**Legal**

The PMO will coordinate the procurement and community benefits strategy and there are no further legal matters for consideration at this stage.

## South Lanarkshire Council Strategic Business Case – Community Growth Areas

### Executive Summary

- 2.1 The Community Growth Areas (CGAs) are located in Newton, East Kilbride, Hamilton and Larkhall as shown on the plans in Appendix 1. The CGAs represent strategic housing land releases in South Lanarkshire that could accommodate up to 7000 units. The need, identification of and support of the CGAs is established in the statutory development plan, namely the Glasgow and Clyde Valley Strategic Development Plan 2012 and the South Lanarkshire Local Development Plan (Adopted) 2015 although they were originally identified in the previous South Lanarkshire Local Plan (2009). An underlining principle in the identification of the CGAs was to establish long term growth areas of a size that could commercially support the scale of improvements to social and physical infrastructure in a coordinated and comprehensive manner to accommodate the increase in the number of residents.
- 2.2 Post 2009 economic and market conditions have had a significant effect on the deliverability of the CGAs in terms of the viability to contribute to the significant level of costs to improve/upgrade social and physical infrastructure to accommodate the developments. In spite of commercial issues, the CGAs still represent the most appropriate areas to support long term growth and expansion in South Lanarkshire and are of a scale that will contribute to the delivery of homes at a city region level. The delivery of the CGAs will ensure the sustainable use of existing services and resources as opposed to inappropriate, piecemeal and speculative developments
- 2.3 At its most basic, funding through the City Deal will seek to address the ‘viability gap’ in terms of facilitating the delivery of the CGAs. This funding would be directed towards improvements to social and physical infrastructure to accommodate the increase in the number of residents (i.e. capacity in education, community facilities and roads) and in ‘opening up’/ preparing sites for development. The funding to delivery these social and physical infrastructure works is estimated to be c. £62 million. In the absence of City Deal funding there is a significant risk that the CGAs would not be developed or at best developed at much slower pace.
- 2.4 The phasing and timing of the developments will be influenced by a number of factors, which are highlighted in the risks register (refer to appendix 2). As matters progress towards the outline business case the phasing and timing of each CGA will require to be considered in conjunction with the lead developers and this in turn will have a direct influence on the proposed spend. Notwithstanding this, it is likely that the build out of the CGAs would take 15-20 years.

2.5 In terms of deliverables City Deal funding and in turn the development of the CGAs will facilitate the following:

- 900 housing construction jobs per year over a 20 year period
- 1300 indirect jobs per year over a 20 year period
- 550 construction jobs associated with infrastructure works
- 450 indirect and induced jobs associated with infrastructure works
- Generate an additional £57 million of direct GVA per annum in the City Region
- Generate an additional £80 million of indirect and induced GVA in the City Region
- Provide up to 7000 new dwellings
- Leverage in private housing investment of up £800 million
- Deliver £62 million of investment into social and physical infrastructure (schools, roads, and community facilities)
- Assist in increasing the population of South Lanarkshire by over 20,000 people by 2024 and increasing spending power by £172 million per annum

2.6 There are risks associated with a project of this nature with the top five being:

- Capacity of developers to deliver housing developments
- Housing Market conditions and related prevailing economic and financial conditions
- Availability of resource and specialist skills to delivery infrastructure works
- Procurement of delivery contracts
- Consents and connections not forthcoming

### **South Lanarkshire Council Strategic Business Case – Greenhills Road / A726 Dual Carriageway**

#### **Executive Summary**

##### **Introduction**

This report forms the Strategic Business Case for the Greenhills Road/A726 Dual Carriageway scheme, being progressed by South Lanarkshire Council. The Strategic Business Case is the first of a series of three potential documents required as part of the Glasgow and Clyde Valley City Deal Assurance Framework; progressing from strategic to outline and ultimately full business case.

In summary, this project involves the widening of the existing A726 from Calderglen Country Park to the Torrance Roundabout and Greenhills Road from the Torrance Roundabout to Auldhouse Road to dual carriageway standard. It also includes the introduction of bus infrastructure measures at key locations along the route length, and the improvement of existing junctions along the route length. In addition, the scheme will also support the provision of enhanced active travel infrastructure by providing space for an on-road cycle lane. Further details on the design of the upgraded infrastructure will become available in further design stages.

The carriageway alignment will be designed to the Design Manual for Roads and Bridges (DMRB). Junctions and roundabouts along the route length will be designed to maximise the capacity and provide a controlled flow of traffic with enhanced pedestrian crossing facilities. Opportunities will also be taken to lock in the benefits on neighbouring streets through the introduction of improved public transport infrastructures/services by utilising both existing and additional funding streams.

##### **Strategic Case**

The proposed Greenhills Road/A726 Dual Carriageway scheme is situated in an extremely busy transport network. The scheme will enhance the local and strategic road network around East Kilbride and South Lanarkshire. South Lanarkshire has a centralised commuting pattern, whereby the majority live and work within the area, although there are strong ties between East Kilbride and the nearby city of Glasgow. The scheme will enable the development of multiple key industrial sites outlined in the Glasgow and Clyde Valley Strategic Development Plan. These sites will generate many jobs and create GVA, crucial to sustaining the areas vitality. The scheme will allow the local road network to accommodate the additional trips that new centres of employment invariably bring.

Additionally, the Greenhills Road/A726 Dual Carriageway scheme will improve accessibility for areas with relatively high levels of deprivation.

Policy documentation at a national, regional and local level has been reviewed and supports the Greenhills Road/A726 Dual Carriageway scheme. Stakeholders have been consulted previously in relation to the scheme as part of the South Lanarkshire Local Transport Strategy for 2013-2033 and also in the production of South Lanarkshire's proposed Local Development Plan (2013). Further comprehensive stakeholder consultations will be undertaken as part of the Greenhills Road/A726 Dual Carriageway project development.

The scheme will deliver the following benefits, which will be reviewed and aligned into a monitoring framework as the business case is developed:

- Improve infrastructure to employment areas across East Kilbride and reduce traffic impacts on neighbouring residential type roads;
- Reduce congestion at peak times with associated carbon emission reduction;
- Improve public transport reliability and bus/rail integration in the area by removing congestion and through traffic from existing routes;
- Enhance access for cyclists and pedestrians, by upgrading the capacity and quality of the wider footpath and cycle network;
- Provide environmental benefits in terms of air quality across the road network; and
- Improve road safety on the existing road network.

Risks associated with the scheme will be reviewed on a continual basis, with a working risk register collating this information.

### **Option Appraisal**

A full STAG appraisal has not been completed; instead an option appraisal has been conducted previously. Over the last 10 years, multiple internal and external developer led transport assessment exercises have been undertaken to assess possible options that could increase capacity on the Greenhills Road Corridor and support various development opportunities.

Options which have been considered in conjunction with the proposed developments included various alignments, roundabout improvements, on line single carriageway improvements, and part dualling. The provision of dual carriageway along the route, with accompanying junction capacity upgrades, has been shown to provide the most effective solution.

Further options will be reviewed as the scheme develops, and the scheme will be tested using an updated East Kilbride Paramics Model.

### **Economic Case**

The current scheme cost estimate is £23.1 million, in line with the allocated City Deal funding.

An independent budget cost review commissioned by South Lanarkshire Council and conducted by AECOM in July 2014 provided a working estimate for completion of the Greenhills Road/A726 Dual Carriageway scheme of £24.1 million, broadly consistent with the Council's original scheme cost estimates.

### **Commercial Case**

The project will be designed and construction procured by South Lanarkshire Council who will then become responsible for the operation and maintenance of the new road and associated transport infrastructure. Indicative timescales for the delivery of key elements of the project are as follows:

- Design: Underway - March 2017
- CPO: May 2015 to October 2017
- Public exhibition: Early 2016

- Planning submission: May 2016 - December 2016
- Tender: July 2017 - December 2017
- Construction: March 2018 - December 2018

### **Financial Case**

As per the principle of the City Deal Infrastructure Fund, the Council will contribute up to 14% of the overall capital costs with the remaining 86% being funded by the fund. The Council will take on the resultant maintenance responsibilities in perpetuity following completion of the new infrastructure.

Opportunities will be taken to secure other third party funding should opportunities present themselves. Project delivery requires the scheme costs to be spread over a three year period from 2015/16 to 2017/18.

### **Sustainability Case**

Environmental impacts of the scheme will be considered with mitigation implemented through the design process where possible. There is an understanding that investment in the road network is required in order to provide for effective journeys and thus minimise congestion and delay.

### **Project Governance and Management**

The Assurance Framework sets out a clear governance structure. Within South Lanarkshire Council there is also a clear structure to manage and deliver City Deal schemes. The Senior Responsible Officer (SRO) is Colin McDowall, Executive Director, Community and Enterprise Resources.

### **Legal**

There are no further legal matters for consideration at this stage.

## **South Lanarkshire Council Strategic Business Case – Stewartfield Way Transport Capacity Enhancements**

### **Executive Summary**

#### **Introduction**

This report represents the Strategic Business Case for The Stewartfield Way Transport Capacity Enhancements Scheme, being progressed by South Lanarkshire Council. The Strategic Business Case is the first of a series of three potential documents required as part of the Glasgow and Clyde Valley City Deal Assurance Framework; progressing from strategic business to outline and ultimately full business case.

The project involves upgrading the entire length of Stewartfield Way to dual carriageway standard from the junction with the A726, Glasgow Southern Orbital, to a new junction with the A725 trunk road, east of Whirlies Roundabout. Further details on the design of the upgraded infrastructure will become available in further design stages.

The carriageway alignment will be designed to the Design Manual for Roads and Bridges (DMRB). Junctions and roundabouts along the route length will be designed to maximise the capacity and provide a controlled flow of traffic with enhanced pedestrian crossing facilities. Opportunities will also be taken to lock in the benefits on neighbouring streets through the introduction of improved public transport infrastructures/services by utilising both existing and additional funding streams.

#### **Strategic Case**

The proposed Stewartfield Way Dual Carriageway scheme is situated in an extremely busy transport network. The Scheme will enhance the local and strategic road network around East Kilbride and South Lanarkshire. South Lanarkshire has a centralised commuting pattern, whereby the majority live and work within the area, although there are strong ties between East Kilbride and the nearby city of Glasgow. The Scheme is necessary will enable the development of key industrial sites outlined in the Glasgow and Clyde Valley Strategic Development Plan. These sites will generate many jobs, create GVA and are crucial to sustaining the areas vitality. The Scheme will allow the local road network to accommodate the additional trips that new centres of employment invariably bring with efficiency and ease. Additionally, The Scheme will improve accessibility for areas with relatively high levels of deprivation.

Policy documentation at a national, regional and local level has been reviewed and supports The Scheme. Stakeholders have been consulted previously in relation to The Scheme as part of the South Lanarkshire Local Transport Strategy for 2013-2033 and also in the production of South Lanarkshire's proposed Local Development Plan (2013). A STAG appraisal undertaken in 2006 conducted extensive consultation, including workshops with key stakeholders, agencies and community groups, in line with STAG guidance. The Scheme is will deliver the following benefits, which will be reviewed and aligned into a monitoring framework as the business case is developed:

- Improve infrastructure to employment areas across East Kilbride and reduce traffic impacts on neighbouring residential type roads;
- Reduce congestion at peak times with associated carbon emission reduction;
- Improve public transport reliability and bus/rail integration in the area by removing congestion and through traffic from existing routes;
- Enhance access for cyclists and pedestrians, by upgrading the capacity and quality of the wider footpath and cycle network;
- Provide environmental benefits in terms of air quality across the road network; and
- Improve road safety on the existing road network.

Risks associated with The Scheme will be reviewed on a continual basis, with a working risk register collating this information.

### **Option Appraisal**

A STAG appraisal has been conducted for The Scheme in 2006. The Option Appraisal conducted as part of this appraisal sifted through six options, and concluded that the full dual carriageway plus a flyover at Nerston was the preferred option. The six options are outlined below with the appraisal process discussed in greater detail in section three.

**Option 1** – Upgrades the A726 to 3 lanes in both directions

**Option 2** - Improves rail services to and from East Kilbride – lengthening platforms and improved frequency

**Option 3** –Different variants of intervention at Stewartfield Way

- **Variant 1**- Full dualling
- **Variant 2** - Full dualling bar the section past the man made pond at James Heritage Park
- **Variant 3** - Full dualling bar the bridge over the Kittoch Water
- **Variant 4** - Traffic calming to reduce speed to 30mph
- **Variant 5** - Full dualling and flyover at Nerston

**Option 4** - East Kilbride orbital bus service

**Option 5** - East Kilbride Light Rapid Transit Network (LRN)

**Option 6** - A package of demand management measures – facilitation of neighbourhood, school and workplace travel plans

Section 3 provides greater detail on the options sift undertaken.

### **Economic Case**

The current working estimate for completion of the Stewartfield Way Transport Capacity Enhancements is **£62.2** million.

An independent cost review, commissioned by South Lanarkshire, demonstrated consistency with the above cost estimate, giving confidence that the projected costs

remain accurate. The above figures will continue to be reviewed as the design is refined.

A STAG appraisal has been conducted for The Scheme in 2006. The economic case found the dual carriageway to have the highest BCR of 6.196.

### **Commercial Case**

The project will be designed and construction procured by South Lanarkshire Council who will then become responsible for the operation and maintenance of the new road and associated transport infrastructure. Indicative timescales for the delivery of key elements of the project are as follows:

- Design: April 2015 - April 2017
- Public exhibition: June 2016
- Planning submission: June 2016 – January 2017
- Tender: April 2018 - October 2018
- Construction: January 2019 – July 2020

### **Financial Case**

As per the principle of the City Deal Infrastructure Fund, the Council will contribute up to 14% of the overall capital costs with the remaining 86% being funded by the fund. The Council will take on the resultant maintenance responsibilities in perpetuity following completion of the new infrastructure.

Opportunities will be taken to secure other third party funding should opportunities present themselves. Project delivery requires The Scheme costs to be spread over a three year period from 2015/16 to 2017/18.

### **Sustainability Case**

Environmental impacts of The Scheme will be considered with mitigation implemented through the design process where possible. There is an understanding that investment in the road network is required in order to provide for effective journeys and thus minimise congestion and delay. The 2006 STAG report provided a full environmental appraisal of The Scheme. It outlines areas of particular sensitivity along the route and also provides relevant mitigating measures and breakdown of likely impacts.

### **Project Governance and Management**

The Assurance Framework sets out a clear governance structure. Within South Lanarkshire Council there is also a clear structure to manage and deliver City Deal schemes. The Senior Responsible Officer (SRO) is Colin McDowall, Executive Director, Community and Enterprise Resources.

### **Legal**

There are no further legal matters for consideration at this stage.