

## Levelling Up Fund Application Form

This form is for bidding entities, applying for funding from the Levelling Up Fund (LUF) across the UK. Prior to completing the application form, applicants should read the [LUF Technical Note](#).

The Levelling Up Fund Prospectus is available [here](#).

The level of detail you provide in the Application Form should be in proportion to the amount of funding that you are requesting. For example, bids for more than £10m should provide considerably more information than bids for less than £10m.

Specifically, for larger transport projects requesting between £20m and £50m, bidding entities may submit the Application Form or if available an Outline Business Case (OBC) or Full Business Case (FBC). Further detail on requirements for larger transport projects is provided in the [Technical Note](#).

One application form should be completed per bid.

### **Applicant & Bid Information**

**Local authority name / Applicant name(s)\*:** [Glasgow City Council](#)

*\*If the bid is a joint bid, please enter the names of all participating local authorities / organisations and specify the lead authority*

**Bid Manager Name and position:**

*Name and position of officer with day-to-day responsibility for delivering the proposed scheme.*

**Contact telephone number:**

**Email address:**

**Postal address:** [Corporate Asset Management, Neighbourhoods and Sustainability, Glasgow City Council, Exchange House, 231 George St, Glasgow G1 1RX](#)

**Nominated Local Authority Single Point of Contact:** [Jonathan Brown, Head of City Deal, City Deal Glasgow – Programme Management Office.](#)

**Senior Responsible Officer contact details:** [Patrick Flynn, Director of City Development and SRO for Glasgow City Deal – Infrastructure Programme.](#)

**Chief Finance Officer contact details:** [Martin Booth, Email:](#)

**Country:**

- England
- Scotland
- Wales
- Northern Ireland

Please provide the name of any consultancy companies involved in the preparation of the bid:

EKOS Ltd

Glasgow Building Preservation Trust (GBPT)

For bids from **Northern Ireland applicants** please confirm type of organisation

- |   |   |
|---|---|
| <input type="checkbox"/> Northern Ireland Executive | <input type="checkbox"/> Third Sector   |
| <input type="checkbox"/> Public Sector Body         | <input type="checkbox"/> Private Sector |
| <input type="checkbox"/> District Council           | <b>Other (please state)</b>             |

## PART 1 GATEWAY CRITERIA

Failure to meet the criteria below will result in an application not being taken forward in this funding round

### 1a Gateway Criteria for **all bids**

Please tick the box to confirm that your bid includes plans for some LUF expenditure in 2021-22

*Please ensure that you evidenced this in the financial case / profile.*

Yes

No

### 1b Gateway Criteria for private and third sector organisations in **Northern Ireland bids only**

(i) Please confirm that you have attached last two years of audited accounts.

Yes

No

(ii) **Northern Ireland bids only** Please provide evidence of the delivery team having experience of delivering two capital projects of similar size and scale in the last five years. (Limit 250 words)

## PART 2 EQUALITY AND DIVERSITY ANALYSIS

2a Please describe how equalities impacts of your proposal have been considered, the relevant affected groups based on protected characteristics, and any measures you propose to implement in response to these impacts. (500 words)

GCC and the arms-length organisations which make up the Council Family (e.g. Glasgow Life), as bodies that manage and provide a wide range of facilities and services across the city (and as employers), have agreed fourteen Council Family Equality Outcomes. These outcomes are not meant to encompass all the work to reduce inequality in the city. Instead they reflect what are considered to be the priorities and form a framework on which the Council Family will build its equality agenda. Included within the full report on the Council Family Equality Outcomes is a Statement of Intent that summarises the Council Family's broader commitment to equality.

A copy of the Council Family Equality Outcomes Framework 2021 to 2025 can be found at the following link: <https://www.glasgow.gov.uk/index.aspx?articleid=17530>

To mitigate the effects of inequality, GCC is committed to delivering its Equality Outcomes within a policy framework that ensures that the Council Family is:

- Mainstreaming equality in all aspects of policy development and decision making, thereby demonstrating leadership.
- Promoting human rights.
- Embedding equality impact assessments into policy, service planning and decision making.
- Contributing to the development and use of a robust evidence base, which identifies the underlying causes of inequality and supports the activity by which these are addressed.
- Actively engaging with communities in order to understand their perspectives, concerns and priorities.
- Using the framework provided by the Equality Act 2010 and the specific duties set by the Scottish Government to mainstream equality within the day to day work of the Council Family and in working with our Community Planning Partners.

Throughout the development of this project proposal the team have sought to embed the principles of equal opportunities and non-discrimination. An Equalities Impact Assessment has been carried out which highlighted the following points:

- Redevelopment at the Stables and Sawmill buildings should be physically accessible for those with disabilities, families with young children and pregnant women.
- If an operator introduces an entry fee to the Stables and Sawmill buildings it should only apply to this area and not the wider park, and the cost of this

entry fee should consider the varied socio-economic demographics of visitors and local residents.

- High quality signage and easy routes should be delivered throughout the attraction to make navigation easy for all visitors, including those with learning disabilities.
- Toilet provision in the venue should cater to all genders/identities.
- Activities provided in the attraction should engage as many age groups as possible, including young and older visitors.

The above recommendations will be considered during the project's detailed development phase.

When authorities submit a bid for funding to the UKG, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within five working days of the announcement of successful bids by UKG. UKG reserves the right to deem the bid as non-compliant if this is not adhered to.

Please specify the weblink where this bid will be published: <https://glasgow.gov.uk>

## PART 3 BID SUMMARY

3a Please specify the type of bid you are submitting

Single Bid (one project)

Package Bid (up to 3 multiple complimentary projects)

3b Please provide an overview of the bid proposal. Where bids have multiple components (package bids) you should clearly explain how the component elements are aligned with each other and represent a coherent set of interventions (Limit 500 words).

The project will develop a net-zero carbon 'Living' Heritage Centre, and community and visitor attraction, based around the famous Clydesdale Horses, and the development of traditional power generation into modern renewable technologies.

Glasgow's 360-acre Pollok Country Park (PCP) is the City's largest park and was voted Best Park in Europe in 2008. As well as its importance for leisure and nature conservation, it has outstanding heritage features including two of Scotland's most cherished museums, The Burrell Collection and Pollok House.

The Category A Listed Stables is situated in the grounds of Pollok House and was previously used to house parks staff and horses (**Appendix 1**). The deteriorated building and adjacent B Listed Sawmill are "at risk" according to Historic Environment Scotland's (HES) [Risk Register](#), with sections of the Stables dating back to the 14<sup>th</sup> Century.

The project will restore and redevelop the Stables/Sawmill, bringing the City's Clydesdale Horses back into PCP. It will create a heritage destination for visitors and local communities to learn about the rich history of this famous breed and the role of horsepower and hydropower in society.

With the introduction of a hydro-electric turbine, water-source heat pump and PV array, alongside a Battery Energy Storage System, the attraction will demonstrate an exemplary pathway to net-zero as the city moves towards carbon neutrality by 2030. Involvement of social enterprises and community groups, alongside opportunities for training and employability, through programmes such as the Glasgow Guarantee Programme and others e.g. the Shared Prosperity Fund, will give communities a stronger voice, develop local environmental stewardship and contribute further to sustainability and wellbeing goals.

The Stables redevelopment will include:

- A visitor experience based on Budweiser's St Louis Brewery, including tours, carriage and omnibus rides supported by relevant retail.
- Interpretation to tell the story of the breed and its role in Glasgow's growth as a world city.

- The origin of the Clydesdale Horse Trail including attractions in Glasgow, throughout Scotland and globally (e.g. America, Canada).
- Working stables providing hands-on experience for families, including equine facilitated learning/therapies and rides.
- Interpretation showcasing renewable energy generation, and the power of digital technology in supporting a sustainable energy future.
- Internal and covered external flexible spaces to support local markets, learning, and commercial functions.
- Community spaces to support the Woodland Outdoor Nursery, local schools and groups such as Friends of PCP.
- A social enterprise café incorporating supported employment opportunities and linking to community growing in the adjacent walled garden.
- Additional stabling out with the heritage building to support animal welfare and commercial activity.

Visitor and community access will be balanced with a number of income generating uses, while maximising opportunities to develop skills, training and education.

The Country park setting within an accessible urban area offers a unique experience, whilst also engaging the diverse communities of Glasgow and extending the visitor economy's economic benefits across the City. The development will be net-zero carbon, contributing to climate change commitments as Glasgow prepares to host the global milestone event COP26 in the effort to address the climate emergency.

3c Please set out the value of capital grant being requested from UK Government (UKG) (£). This should align with the financial case:		£13,050,500
3d Please specify the proportion of funding requested for each of the Fund's three investment themes	Regeneration and town centre	35%
	Cultural	65%
	Transport	0%

## PART 4 STRATEGIC FIT

### 4.1 Member of Parliament Endorsement (GB Only)

See technical note section 5 for Role of MP in bidding and Table 1 for further guidance.

4.1a Have any MPs formally endorsed this bid? If so confirm name and constituency. Please ensure you have attached the MP's endorsement letter.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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Stewart McDonald, MP Glasgow South. Endorsement letter attached as **Appendix 2**.

### 4.2 Stakeholder Engagement and Support

See technical note Table 1 for further guidance.

4.2a Describe what engagement you have undertaken with local stakeholders and the community (communities, civic society, private sector and local businesses) to inform your bid and what support you have from them. (Limit 500 words)

Glasgow City Council (GCC) and Glasgow Life have been engaging with members of the community and local organisations on proposals for PCP since 2018. This has included attending community council meetings, area partnership structures, meeting with park operators and local groups, and attending local events. A high level of support has been expressed for restoring the stables and other improvements to the park. These local stakeholders were identified through a cross-departmental stakeholder mapping exercise to ensure all interested groups were captured. To support this, events were publicised online and in the park, and connections made with local communities that traditionally may not normally engage such as Greater Pollok.

Prior to this an extensive engagement process was conducted in 2017 by Glasgow Building Preservation Trust (GBPT) around potential options for the Stables redevelopment with stakeholders and the community to inform options, and ultimately help to shape this proposal. A copy of the community engagement report is available here:

[https://www.gbpt.org/uploads/1/1/4/1/114149869/1\\_northlightheritage\\_pollok\\_stables\\_ce-v4.pdf](https://www.gbpt.org/uploads/1/1/4/1/114149869/1_northlightheritage_pollok_stables_ce-v4.pdf)

We have since engaged with the local community and stakeholders including HES, GBPT, Glasgow City Heritage Trust to secure support for, and shape the proposal, through meetings and dialogue in recent months. We have also engaged Friends of PCP and the Outdoor Woodland Nursery to specifically discuss the project and gain support via virtual meetings. The Friends are particularly enthused about finding a solution to save the historic buildings.

There is widespread momentum behind protecting the Clydesdale Horse breed – it is categorised “at risk” by the [Rare Breeds Survival Trust \(RBST\) Watchlist 2021/22](#). A dedicated workshop was hosted by Janice Kirkpatrick (Glasgow Economic Leadership



Board) and GCC in early 2019 to discuss proposals and gain support for returning the horses to the park.

A documentary “Clydesdale – Saving the Greatest Horse” was streamed on BBC Scotland in December 2020 which explored the history and importance of saving this rare breed - <https://www.savingthegreatesthorse.com/>

Most recently an independent consultancy was commissioned by GCC to consult on and help shape the project. This consultation, which took place between March-June 2021 has engaged stakeholders including local community organisations, partners and stakeholders within PCP, civic authorities, the equestrian sector, academic partners and national heritage organisations. The study again confirmed strong stakeholder support for the redevelopment of the Stables and Sawmill and informed the development of a more focused proposition.

The National Trust for Scotland, a key stakeholder organisation running the adjacent Pollok House, supports redevelopment of the Stables and perceives the end use as an opportunity to complement its existing offer.

Other activity includes consultation with communities south-west and east of the park in Greater Pollok (a priority area for Glasgow’s Community Asset Plan) and Pollokshaws (a Transformational Regeneration Area), around the creation of improved town centres and public realms. PCP and the development at Pollok Stables will deliver improved complementary amenity for local residents, and provide a catalyst for engaging communities previously disconnected from the park and its attractions.

4.2b Are any aspects of your proposal controversial or not supported by the whole community? Please provide a brief summary, including any campaigns or particular groups in support or opposition? (Limit 250 words)

There is widespread support to restore the Stables and Courtyard. This is a wholly positive intervention in the local area.

Redevelopment of the Stables will not directly address local issues identified through the current GCC consultation in neighboring areas (see last paragraph of **Question 4.2a** above), however, local residents will have the opportunity to benefit from improved amenity in their wider area.

There may be some opposition from local residents in the event that the Stables, once redeveloped, is managed by a commercial operator who introduces a pay wall to the Stables area. As noted at **Question 2a**, an Equalities Impact Assessment undertaken of the project highlighted a number of recommendations, including the following:

- If an operator introduces an entry fee to the Stables and Sawmill buildings it should only apply to this area and not the wider park, and the cost of this entry fee should consider the varied socio-economic demographics of visitors and local residents.

4.2c Where the bidding local authority does not have the statutory responsibility for the delivery of projects, have you appended a letter from the responsible authority or body confirming their support?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
For Northern Ireland transport bids, have you appended a letter of support from the relevant district council	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
<b>4.3 The Case for Investment</b> <b>See technical note Table 1 for further guidance.</b>	
4.3a Please provide evidence of the local challenges/barriers to growth and context that the bid is seeking to respond to. (Limit 500 words)	
<p>The PCP Stables and Sawmill project is focussed on boosting the city's economic and social recovery from the Covid-19 pandemic.</p> <p>Glasgow City region is the UK's fourth largest city region economy, yet it continues to struggle with high levels of deprivation and poor health. This has worsened in recent years as Covid continues to deepen inequalities across the UK.</p> <p>Glasgow is a modern, outward looking, international city and an established global destination for business, investment and tourism. As Scotland's largest regional economy it contributes 14% of annual GVA, and has benefitted from substantial growth in key sectors such as financial and business services, advanced manufacturing, creative and digital industries and tourism.</p> <p>However, this growth is not evenly distributed. More than one-third of children in Glasgow live in poverty, and this ranges from 5% in more affluent areas to 59% in the most deprived. Almost half of the city's residents live in the 20% most deprived areas in Scotland.</p> <p>Employment rates are consistently lower in Glasgow than Scotland as a whole (67.8% for males compared to 78% for Scotland). In 2019, 14% of 16-24 year olds in the city were out of work and 25% of households had no-one in work.</p> <p>Men and women in Glasgow, on average, can expect to live shorter, unhealthier lives than people in other parts of Scotland and the UK, and in some areas of the city, morbidity and mortality are amongst the highest in Western Europe.</p> <p>Many of these issues were predicted to get worse, even before the pandemic, and Covid-19 has since magnified many of the city's inequalities. A recent PWC report – <a href="#">Good Growth for Cities</a> (January 2021) - suggests that Glasgow has been worse hit than other Scottish cities with a fall in GVA of more than 10% in 2020.</p> <p>Recovery is now the priority and requires both an economic and a social response.</p>	

The growth of Glasgow's visitor economy will play an important role in the economic recovery effort. The visitor economy has largely been concentrated in the city centre and west end, and the Stables redevelopment is part of the wider effort to use PCP to boost tourism in the south of Glasgow.

Glasgow South faces many similar issues to other constituencies in the city. Some 23% of the postcodes within a five-mile radius of PCP are among the 10% most deprived areas in Scotland, meaning 142,000 people within walking distance of the Stables suffer from some of the poorest social, economic, and health outcomes in the country.

Almost 31% of people in Glasgow South report having at least one long-term health condition compared to 30% for Scotland, while the rate for mental health conditions is 6.2% compared to 4.4% for Scotland. Addressing these health inequalities is both an economic and a social imperative.

Additionally, the climate crisis continues to be a key priority for the city as it moves forward with plans to reduce carbon emissions, e.g. through the city centre's Low Emission Zone and improved active travel routes.

4.3b Explain why Government investment is needed (what is the market failure)? (Limit 250 words)

Market failure constrains investment in heritage assets:

- (i) **Public goods:** heritage assets are public goods. A public good is a good that, once produced, is undiminished by being used by one/more users (non-depletable) and is available to all (non-excludable). This prevents markets from functioning effectively since the provider/seller is unable to ensure that only those who pay for the good can obtain it. Public goods tend not to be provided by private sector agents, given the number of other non-contributing beneficiaries.

The amenity/environmental benefits will also be public.

- (ii) **Short-termism:** commercial pressures often mitigate against longer-term investment in heritage. Heritage is conserved for current/future generations, but the market cannot ask future generations to pay.

GCC manages a large estate of heritage assets that are highly valued by local people. Buildings that become surplus to operational need however have often deteriorated due to the relatively high cost of maintenance and the intrinsic challenges of disposal for sympathetic redevelopment. This has created a legacy of a growing list of GCC heritage assets that are uneconomic in terms of redevelopment by the Council or even private sector developers. The rising cost of maintaining the Stables, gifted to the City and without a core operational service delivery function, cannot be met with available funds.

Investment in the Stables will deliver on GCC priorities to address climate change, improve wellbeing of citizens, and encourage inclusive growth. A planned approach to ongoing maintenance will provide a better future and significant benefits to the citizens of Glasgow.

4.3c Please set out a clear explanation on what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers with evidence to support that explanation. As part of this, we would expect to understand the rationale for the location. (Limit 500 words)

The project will invest in phased capital works at the Stables and adjacent Sawmill:

- **Phase 1** will dismantle sections of the building, retaining as much of the existing fabric for restoration as possible. Remaining sections will be stabilised to arrest further deterioration.
- **Phase 2** will reconstruct the main structure and undertake initial works in preparation for fit-out.
- **Phase 3** will deliver major fabric improvements and a covered courtyard to create accommodation for the horses (four are currently rehomed at Blackstones Clydesdales, Ayrshire) along with catering, flexible events and community use spaces.

Hydropower will be generated in the upgraded Sawmill through a hydroelectric turbine on the White Cart River, which, combined with water-source heat pumps and a PV array on adjacent land, will meet the heat and hot water demands of the Stables. Providing energy from a clean source will reactivate the heritage buildings whilst meeting net carbon zero ambitions. A Battery Energy Storage System will store energy when generation exceeds demand and make this available when electrical demand is more than the turbine and PV outputs.

The site's history as a local trading centre and the evolution of energy production at the Sawmill will be conveyed to visitors, dating back to the era of horsepower and the traditional flour and sawmills before transitioning to renewable energy production to provide heat and electricity. This will be conveyed through interpretation (physical and digital utilising a digital energy twin) to also communicate the story of the Clydesdale Horse and its role in Glasgow's history.

The new centre will provide opportunities for local community groups, social enterprises and businesses to provide services in line with the ethos of the facility, including:

- Paid carriage rides (connecting together the key visitor assets) and beyond.
- Equine therapies.
- Education and outreach work with specific target communities.
- Community growing projects and café.
- Pop-up markets.
- A base for outdoor nursery provision and community use.

Together, the restored buildings will become a revitalised heritage asset providing a new visitor experience and community resource that will bring economic benefits to the area in the form of visitor expenditure, which will play a key role in the economic health and wellbeing of Glasgow South. Recognising the direct correlation between wellbeing and quality public facilities, the proposal seeks to improve socio-economic outcomes in Glasgow's Southside (**see Section 4.3a**) through strengthening opportunities for active

use and enjoyment of PCP and underpinning the wider area as a sustainable, healthy and liveable place.

The Stables and Sawmill, alongside Pollok House and The Burrell Collection, located within the wider park (with related infrastructure improvements), will play a central role in developing the visitor economy in the South of Glasgow. This will bring key heritage assets back into productive community use, and promote social connections to improve wellbeing in a number of local demographically diverse neighbourhoods.

The project is core to a longer-term vision for the Stables and Sawmill – these initial phases of work have potential to be a catalyst for follow-on activity should additional investment be secured.

4.3d For Transport Bids: Have you provided an Option Assessment Report (OAR)

Yes

No

4.3e Please explain how you will deliver the outputs and confirm how results are likely to flow from the interventions. This should be demonstrated through a well-evidenced *Theory of Change*. Further guidance on producing a Theory of Change can be found within [HM Treasury's Magenta Book](#) (page 24, section 2.2.1) and [MHCLG's appraisal guidance](#). (Limit 500 words)

The project Theory of Change has been developed and tested with representatives within GCC, Glasgow Life and wider stakeholders (see **Appendix 3**).

The Theory of Change will be further reflected on, reviewed and developed based on our experience and learning from the project's development and delivery in order to ensure greater clarity and purpose. It will also be further tested as part of the project's monitoring and evaluation framework.

The project seeks to bring about long-term sustainable change in a number of ways.

By restoring and developing the "at risk" Pollok Stables and Sawmill buildings and site, the quality of the park and its offer will be enhanced by bringing redundant heritage assets back into productive use for the benefit of residents and visitors alike.

Pollok Stables and Sawmill are significant unused and dilapidated heritage buildings within the park. Their restoration is an important step to ensuring all heritage assets within the park will be future-proofed and protected for many years to come. This will reduce park/local neighbourhood blight and help regenerate significant landmarks within a deprived area of the city. Vacant and run-down buildings can have significant negative impacts on both current (and potential) park users' visitor experience and on local communities who live nearby to the park (e.g. anti-social behaviour, health and wellbeing, negative perception of place).

By bringing the buildings back into productive use, the project will create and deliver new, quality public spaces (e.g. education, learning, health and wellbeing, cultural heritage) and provide new opportunities for commercial activity within the park. Community and commercial uses will complement and add value to existing provision provided at Pollok

House and The Burrell Collection, and thereby support an integrated “day out in the park” offer.

By creating a new visitor attraction and increasing the range and type of activities available at PCP, this will ultimately improve both the park and city’s image and reputation as a visitor destination, as well as support local economic activity and growth through increasing visitor numbers, visitor expenditure and creation of jobs.

The project will improve the cultural and heritage offer of PCP – improved signage, communications, and implementation of active travel management plans will help ensure that the project (and wider things happening in the park) are more visible and easier to access for existing and new audiences. This, alongside new spaces/activities, will help to increase the number of visitors to the park, including those who perhaps previously thought the park was not for them (i.e. by supporting increased usage by communities surrounding the park).

Making more spaces within PCP accessible will make the park more attractive to residents and visitors, will improve the quality of visitor experience, and will enhance positive perception of place. The development a net-zero visitor attraction will raise awareness and understanding of the evolution of energy and use of modern green technologies and will inform integrated park estate management to support carbon reduction.

This is expressed as inputs, activities, outputs outcomes and impacts in the Appendix (**Appendix 3**).

#### 4.4 Alignment with the local and national context

See technical note Table 1 for further guidance.

4.4a Explain how your bid aligns to and supports relevant local strategies (such as Local Plans, local economic strategies or Local Transport Plans) and local objectives for investment, improving infrastructure and levelling up. (Limit 500 words)

The project will protect heritage assets of national importance. The Grade A Stables is of significant archaeological/historical/architectural importance.

Glasgow’s heritage is a unique selling point. PCP heritage assets have a distinctive appeal. When the deteriorating buildings are restored, they will tell/share the story of the buildings’ heritage, and preserve the history/cultural heritage of the native Clydesdale Horse breed.

“At risk” buildings:

- Represent lost/wasting assets;
- Drain scarce resources;
- Impact on the health/well-being of citizens living nearby;
- Reflect poorly on the city’s image/reputation.

The project will restore/repurpose the Stables/Sawmill, protecting an important part of Glasgow's cultural heritage, and supporting GCC aspirations that the assets are looked after for people to enjoy.

The project will make an important contribution to the GCC vision of Glasgow as a "World Class City" with a thriving/inclusive economy, and strategic aim - "a Vibrant City". PCP provides accessible green/open spaces that are well used. There is a well-established evidence base for the benefits of parks/greenspaces, and Covid-19 has highlighted their importance in physical/mental health/wellbeing. The [Parks and Greenspaces in Scotland Covid-19 Survey](#) found an increase in use of parks, particularly in urban areas. Increasing the use of the outdoors for play/leisure/learning/food growing are city priorities.

The project will help regenerate nearby deprived neighbourhoods by increasing the attractiveness/accessibility of park buildings/spaces. It will provide opportunities/activities/events to increase community engagement/participation, including citizens who rarely use the park. Building local pride, community cohesion, support health and wellbeing.

The visitor attraction will appeal to visitors from elsewhere in Scotland/UK/overseas. Tourism is a growth sector and makes a significant contribution to inclusive economic growth and wellbeing. Strengthening the city's cultural offer remains a priority, and heritage/events are key components of Glasgow's Visitor Economy Strategy.

The project, together with other attractions in PCP, will attract more visitors to experience Glasgow as a destination and as a gateway to Scotland. Specifically, it will join-up and extend the visitor offer in PCP, adding to the city's tourism offer.

GCC's Circular Economy Routemap (2020) provides a framework to allow Glasgow to embrace a sustainable economic future. Its vision for a circular city provides the context in which our local economy is seen as an engine for environmental/social regeneration. The project adopts a circular economy approach to benefit the:

- Environment – reducing carbon emissions and the overconsumption of waste/scarcely valuable natural resources.
- Economy – improving design/production methods and relying on materials that are already in use rather than exploiting more virgin resources.
- Communities – localising the economy to ensure it is based on social inclusion, justice and wellbeing and opens up opportunities for employment, upskilling and education, and wealth creation.

The project will support community growing as part of GCC's vision for sustainable food production. The kitchen garden within PCP's Walled Garden will grow fresh fruit/vegetables which will be used in the café - supporting priorities around sustainable, healthy, low carbon and local produce. This will support the local economy, develop community gardens, use circular urban farming systems, shorten supply chains and provide volunteering/training/employment opportunities.

See **Appendix 4**.

4.4b Explain how the bid aligns to and supports the UK Government policy objectives, legal and statutory commitments, such as delivering Net Zero carbon emissions and improving air quality. Bids for transport projects in particular should clearly explain their carbon benefits. (Limit 250 words)

Redevelopment of the Stables and Sawmill will deliver a net-zero attraction that raises awareness around the evolution of energy and use of modern green technologies to inform integrated park estate management. This will demonstrate approaches to carbon reduction as we move towards carbon neutrality.

GCC commissioned consultants to investigate appropriate and sustainable uses for buildings and opportunities for renewable energy production in PCP. A digital twin model was created encompassing the Courtyard Buildings, Pollok House, and The Burrell Collection, and used to generate the energy results. A site-wide model of the whole park was also created, with high level simulations and future scenarios undertaken based on several assumptions. This modern estate management tool represents an evolution from the traditional estate management techniques celebrated within PCP.

The project will introduce a modern hydro-powered turbine, a Battery Energy Storage System (BESS) and water-source heat pump that will, with building fabric improvements, meet the site's heating and hot water demands. The water-source is the White Cart Water which runs through the park.

The model illustrates the following:

- Redevelopment of the Stables & Courtyard with fabric improvements and a water-source heat pump will achieve annual savings of 370MWh energy and 86.3tCO<sub>2</sub>e carbon;
- Hydroelectric turbine development alongside a 2MWh BESS, would save 123MWh energy and 28.7tCO<sub>2</sub>e carbon per year. The BESS manages the variable output from the turbine and allows 70% of energy generated to be used by the Courtyard buildings, compared to 45% energy used without the BESS.

4.4c Where applicable explain how the bid complements / or aligns to and supports other investments from different funding streams. (Limit 250 words)

GCC and Glasgow Life are progressing the Transforming PCP Project which aims to make improvements across the park and promote it as an integrated visitor attraction. This project seeks to:

- Improve the management and care of the park's heritage assets.
- Support an integrated 'day out in the park' offer.
- Remove barriers to access.
- Increase usage by communities surrounding the park.
- Improve orientation of the attractions within the park and of the park within the city.
- Improve access, and encourage a modal shift to public transport.



An Active Travel Management Plan is being delivered within the park to improve accessibility through:

- Improved wayfinding signage.
- Restriction of vehicular traffic in the centre of the park.
- Path improvements.
- Introduction of rest points and lighting.
- Providing bike hire.
- Running a free electric shuttle service linking the attractions across the park.

This is being part-funded through Transport Scotland's Low Carbon Travel and Transport Challenge Fund.

Delivery of the Active Travel Management Plan will improve the experience of visitors to the park and the Stables through enhancing travel options and signposting to the attraction, as well as enhancing links between park attractions.

This bid will complement the £68m refurbishment of The Burrell Collection, also located in Pollok Country Park. Part funded by UK Government and NLHF, this refurbishment will drastically improve accessibility of the museum collection and attract at least 600,000 visitors when it reopens in 2022. This regional attraction will draw visitors in from across the country and beyond to the park and Southside.

4.4d Please explain how the bid aligns to and supports the Government's expectation that all local road projects will deliver or improve cycling and walking infrastructure and include bus priority measures (unless it can be shown that there is little or no need to do so). Cycling elements of proposals should follow the Government's cycling design guidance which sets out the standards required. (Limit 250 words)

Investment at the Stables and Sawmill will complement existing projects described in **Section 4.4c**. Specifically, the Stables will be accessed via improved path networks and cycling routes (and associated infrastructure) provided through the Active Travel Management Plan in Pollok Country Park. This Plan will deliver the following measures in advance of Spring 2022:

- Improvements to 760m of existing paths.
- Creation of 600m of new paths.
- Installation of new covered cycle shelters throughout the park.
- Creation of a 980m new contraflow cycle route throughout the centre of the park on an existing one way road linking the east of the park to the Stables in the west.
- Cycle hire via a fleet of 20 e-bikes.
- Free electric shuttle service linking the Stables and Pollok House to the other park attractions, including The Burrell Collection.
- Electric vehicle chargers, including charging for electric shuttle bus.
- Improved park wayfinding.

## PART 5 VALUE FOR MONEY

### 5.1 Appropriateness of data sources and evidence

See technical note Annex B and Table 1 for further guidance.

All costs and benefits must be compliant or in line with [HMT's Green Book](#), [DfT Transport Analysis Guidance](#) and [MHCLG Appraisal Guidance](#).

5.1a Please use up to date evidence to demonstrate the scale and significance of local problems and issues. (Limit 250 words)

Glasgow has the highest concentration of deprivation across Scotland with income deprivation and employment rates particular challenges. The Pollok Ward also suffers from disadvantage, health inequalities persist, and the city suffers from poor health/wellbeing across indicators (**Question 4.3a/5.2a**).

A significant minority of properties within GCC's heritage portfolio are in poor condition (HES at risk register). This impacts negatively on the health/well-being of citizens living close by; drains scarce resources; attracts antisocial behaviour; and reflects poorly on the vibrancy/image of Pollok/Glasgow.

The visitor economy has been damaged by COVID-19 (**Question 5.2a**). Supporting a return to growth will be key to achieving ambitions to increase overnight tourism visits by one million by 2023.

Parks/greenspaces were crucial to maintaining people's physical/mental health during COVID-19. PCP will help to support recovery (e.g. improving public health, addressing climate change). The prevalence of flatted-dwellings in Glasgow highlights the need for equitable access to high quality/accessible greenspace.

While PCP attracts large numbers of visitors each year, there is evidence that those living close to the park visit less. The feedback is that a combination of improvements would make this more likely (e.g. more to do/ see and more organised events).

Cultural engagement/attendance at historical places among adults in Glasgow is consistent with the Scottish average, evidence shows that participation is much lower among target groups (e.g. deprived areas).

A significant challenge facing Glasgow is achieving its ambition to be next zero by 2030. Glasgow has reduced its CO2 emissions but has more to do (**Question 5.2a**).

5.1b Bids should demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues. Please demonstrate how any data, surveys and evidence is robust, up to date and unbiased. (Limit 500 words)

The analysis and evidence have used the most up-to-date data available to inform the modelling and help quantify the scope and nature of the local problems and challenges.

All of the information/data presented at **Question 5.1a (and 4.3a)** has been sourced from:

- Existing official national published datasets.
- Research and survey reports undertaken by external consultancies for public sector bodies.
- Published strategies and plans.

We used official published datasets such as Office of National Statistics (ONS), SIMD and NHS datasets, which are trusted, credible and reliable sources of data and intelligence. For example, ONS (and others) adopt a [Code of Practice for Statistics](#) that sets the standards that producers of official statistics should commit to. This therefore provides confidence that published government statistics have public value, are high quality, and are produced by people and organisations that are trustworthy.

The Scottish Household Survey (SHS) is an established and regular source of intelligence that captures robust data on a range of topics, including housing, transport, neighbourhoods, social justice, sport and physical activity, internet use/digital engagement, views on local services, culture, the environment, volunteering. Professional interviewers from Ipsos MORI undertake the interviews – this is in the region of 10,000 interviews, with minimum targets set for each local authority area. It is often the only source of reliable evidence on these issues for central/local government and other stakeholders. Alongside the survey findings report (and local authority breakdowns), the Scottish Government publishes a separate report - [Scottish Household Survey 2018: methodology and fieldwork outcomes](#) - that provides more detail on, for example:

- Survey methodology.
- Sampling.
- Data collection methods.
- Fieldwork targets and outcomes.
- Data quality and weighting.
- Data limitations.

The health statistics are sourced from a GCC and NHS Greater Glasgow and Clyde report - [Glasgow City Health & Social Care Partnership Demographics Profile](#) (revised Sept 2020). All of the information and data provided in the document is sourced, and draws on a number of reliable online/published sources classed as official statistics. This includes:

- National Records of Scotland (NRS).
- NHSGGC Glasgow City Health and Wellbeing Surveys.
- Scottish Population Surveys such as Scottish Health Survey (SHeS), SHS, and Scottish Surveys Core Questions (SSCQ).
- SIMD.
- Scottish Government Children's and Homelessness Statistics.
- 2011 Census.

The impact of the pandemic on the hotel sector in Scotland (three largest cities) has been sourced from [PwC's UK Hotels Forecast 2020/2021](#).

CO2 reductions have been sourced from GCC's [Climate Emergency Implementation Plan](#) (2019).

5.1c Please demonstrate that data and evidence chosen is appropriate to the area of influence of the interventions. (Limit 250 words)

The project is intended to deliver economic and health and wellbeing benefits to visitors and local communities in line with the local challenges to be addressed and the theory of change outlined in **Section 4.3e**. As a result, the evidence is focussed on the issues that the project will address.

Much of the data reported above is typically based on the Glasgow City (local authority) level. This is often the lowest geographic level that reliable and robust data is available from official published sources such as ONS, etc.

This also reflects that the project will have a significant impact and benefit beyond the immediate area where the project will physically be based (i.e. Pollok, which is located in Glasgow South). The Living Heritage Centre is anticipated to attract visitors from the neighbouring communities to PCP, as well as from the wider Glasgow City area, elsewhere in Scotland and beyond.

The exception is the deprivation data (sourced through SIMD) which provides a more granular analysis at datazone level which can be more accurately mapped onto UK constituency boundaries. Generating local value is a key part of the project, and the review of data at this level allows the partners to consider how the project will deliver benefits for the local community in which the project will be based.

## 5.2 Effectiveness of proposal in addressing problems

5.2a Please provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems. Quantifiable impacts should usually be forecasted using a suitable model. (Limit 500 words)

In line with the LUF outputs, the project will create a new, upgraded and protected community heritage asset, linked to local inclusive growth. Failure to address the dereliction of the building will continue to impact negatively on the perception of PCP, affecting visitor numbers and constraining efforts to develop the south side of Glasgow's visitor economy.

The key issues to be addressed by the project are as follows:

- **Economy:** Supporting recovery in the visitor economy on back of COVID 19 – city centres have been hardest hit. In Glasgow, RevPAR<sup>1</sup> fell by 54.2% to £24.29 as occupancy dropped to 24.25%. The Average Daily Rate (ADR) for a stay in Glasgow fell 17% to £58.57. The project will contribute to recovery in the sector by:
  - attracting an additional 18,000 visitor night to Glasgow;
  - supporting economic impact through increased visitor expenditure and contributing £0.6m in annual GVA to the Glasgow economy.
- **Health and wellbeing:** A higher percentage of Glasgow (10.0%) than Scottish (8.0%) adults said their health is bad or very bad; A quarter of Glasgow secondary school pupils (25%) have said that there is someone living in their household with an illness/disability, mental health or addiction problem; Rates for mental health indicators are higher (worse) for Glasgow than for Scotland.
  - using the wellbeing valuation method, previous research has demonstrated the wellbeing benefits of engagement with heritage and historic buildings and estimated the amount of money that would provide the same impact on wellbeing overall as £1,646 per person per year, higher than both sport and the arts<sup>2</sup>. The project will bring visitors to the park with a strong focus on local communities (20% SIMD 1 and 2)
- **Deprivation:** 23% of the postcodes within a five-mile radius are among the 10% most deprived areas in Scotland.
  - a report by Vivid Economics for the National Trust<sup>3</sup> made recommendations for investment in parks and greenspace across the UK's most deprived neighbourhoods, estimating that a £5.5bn programme of investment would deliver £200bn of physical and mental health benefits to communities in greatest need, including the creation of new employment opportunities. The project will markedly improve PCP and encourage more visitors from those in local deprived communities
- **Climate change:** Glasgow reduced its CO2 emissions from 4,119 kt in 2006 to 2,591 kt in 2018, but has more to do to achieve the city's ambition to be net zero by 2030. The Stables project will be a demonstrator for the wider adoption of renewable energy and net zero development through the development of hydropower at the Sawmill. As such it will both be itself net

<sup>1</sup> RevPAR = revenue per available room, a performance metric for the hospitality sector

<sup>2</sup> *Heritage Counts*, Historic Environment England, 2014

<sup>3</sup> *Levelling Up and Building Back Better through Urban Green Infrastructure*, Vivid Economics for the National Trust (June 2020)

zero, but will also have a wider role in promoting low carbon growth for Glasgow.

5.2b Please describe the robustness of the forecast assumptions, methodology and model outputs. Key factors to be covered include the quality of the analysis or model (in terms of its accuracy and functionality) (Limit 500 words)

### **Visitor Numbers**

Current visitor numbers have been recorded from mid-March 2021 to present. These figures have been annualised and predicts a minimum of 1 million visitors.

Estimating visitor numbers at PCP is difficult as it is a free attraction with a number of points of entry. The Pollok Park User Analysis 2017 estimated that there were 1.4 million annual visitors. However, we have opted for a more conservative estimate of 1 million to account for optimism bias.

### **Economic benefits**

The economic model creates economic impact in three ways:

- construction/ renovation works
- ongoing running costs, including management, maintenance and other staffing
- increased visitor spend through increased numbers of visitors and increased lengths of stay in Glasgow.

To assess economic impact we have made a number of assumptions which are assessed on their levels of reliability below.

Construction costs are initial estimates which are subject to further refinement as the project progresses. These estimates are subject to inflation, optimism bias, and contingency to mitigate risk.

On-going running costs are based upon initial estimates based upon reasonable assumption of required staffing levels and running costs. As with construction costs these are subject to further refinement as the project progresses.

We have estimated the make-up of numbers of visitors to the park based upon the Pollok Park User Analysis 2017, assumed a 50% increase in overseas visitors to the park, and assumed that each visitor will spend an additional night in Glasgow (as a result of the added value of the overall offer).

The Pollok Park User Analysis 2017 was a survey with park users which received 303 responses, 4% of which were visitors from outwith Scotland. Due to the low numbers of visitors outwith Scotland in the sample, it is likely that this estimate has a relatively large margin for error.

There is inherent difficulty in estimating change in visitor numbers, given that the Stables will be one of a number of visitor attractions at PCP, including the park itself, Pollok House, and the newly refurbished Burrell Collection.

However, consultation evidence indicates that the majority of visitors to Clydesdale horse attractions were from overseas, and it is reasonable to assume that the Pollok stables redevelopment will have a distinct visitor offering, particularly to overseas visitors.

Therefore, we believe that the estimated economic impacts from the model are reasonably robust, however they are subject to a number of assumptions and forecasts which have relatively large margins for error. We have been reasonably conservative with our assumptions to account for any optimism bias.

### 5.3 Economic costs of proposal

5.3a Please explain the economic costs of the bid. Costs should be consistent with the costs in the financial case, but adjusted for the economic case. This should include but not be limited to providing evidence of costs having been adjusted to an appropriate base year and that inflation has been included or taken into account. In addition, please provide detail that cost risks and uncertainty have been considered and adequately quantified. Optimism bias must also be included in the cost estimates in the economic case. (Limit 500 words)

Costs outlined in this section are capital costs. Information on discounted capital and revenue costs is contained in **Section 5.5a**.

The project delivery capital costs are outlined in **Appendix 5** (see Delivery Costs tab).

Costs have been split into headings according to phase of work and the timescale during which each phase is anticipated to progress. Additionally there is an allocation for general project costs which will be incurred across the project's lifespan.

Within each cost heading there has been a consideration of the base year (2021-22), the year in which the costs will be incurred, and the anticipated prices of labour and materials.

The group totals for each cost heading are as follows:

- Phase 1 – Dismantling, stabilising areas of unsafe structure to arrest deterioration [REDACTED]
- Phase 2 – Reconstructing to wind and watertight shell, undertaking initial works in preparation for fit out [REDACTED]
- Phase 3 – Fit out. [REDACTED]
- General Project Costs - [REDACTED]

Cost risks and uncertainty have been considered through incorporating a [REDACTED] contingency of the Phase 1 works budget, which considers the current early stage of design, position of the market following Covid-19, and requirement to account for any unknown factors affecting initial works. A [REDACTED] contingency has been allocated to the Phase 2 and Phase 3 works budget which reflects the more advanced stage of design as well as the fact that Phase 1 will provide up to date and accurate information to inform Phase 2 and 3.

Phase 1 is anticipated to start on site in November 2021, which will be followed by Phase 2 and 3. Costs allocated to Phase 2 and 3 acknowledge the later stage of these works by incorporating an estimate to account for inflation.

A [REDACTED] allowance of the works cost has been included to account for optimism bias throughout all three Phases. This is in line with approaches to other City Deal projects.

**See also Section 5.2b.**

#### 5.4 Analysis of monetised costs and benefits

5.4a Please describe how the economic benefits have been estimated. These must be categorised according to different impact. Depending on the nature of intervention, there could be land value uplift, air quality benefits, reduce journey times, support economic growth, support employment, or reduce carbon emissions. (Limit 750 words)

The economic benefits of the project will be in **supporting economic growth**. The project will create economic impacts in three main ways:

- construction/ renovation works
- ongoing running costs, including management, maintenance and other staffing
- increased visitor spend through increased numbers of visitors and increased lengths of stay in Glasgow.

Construction impacts have been estimated based upon the total construction costs of the renovation of Pollok Stables and associated infrastructure costs.

Our analysis of construction employment is derived from dividing the capital costs by the annual turnover required to sustain one job in the construction industry in Scotland, with the data from Scottish Annual Business Statistics (SABS) uprated to 2021 values. For every c. £240k spent on construction activities, one gross PYE is created/sustained. Salary and GVA impacts are estimated using average salary and GVA output per employee in the construction industry.

Ongoing running costs are based upon the estimated staffing requirements for the stables.



This is estimated as follows:

- 3 FTE Managers (1 stables manager, 1 café manager and 1 centre/ estate manager)
- 0.3 FTE maintenance staff
- 1 FTE cleaner
- 3 FTE café staff
- 0.75 FTE events hospitality staff
- 0.5 FTE nursery assistant
- 1 FTE stables assistant

Salary and GVA estimates are taken from SABS for each job type.

Increased tourist spend impacts have been estimated based upon anticipated increased visitor numbers to Glasgow and increased stay of existing visitors.

It is expected that the redevelopment of the stables will add to the already attractive tourist offering at PCP, particularly for overseas visitors. While the Stables may not be a draw in and of itself for visitors deciding to come to Scotland, it may influence their decisions on whether to spend additional nights in the Glasgow area.

We have assumed a 50% increase in overseas visitors to the park and assumed that each additional visitor will spend an additional night in Glasgow. This equates to a total increase in visitor nights in Glasgow of c. 18,000 and £1.9m in increased visitor spend.

Gross impacts are presented in **Table 5.1**

**Table 5.1: Gross Impacts**

	Employment	GVA	Wages
Capital costs	████████	████████	████████
Ongoing running costs	████████	████████	████████
Tourist spend impacts	████████	████████	████████

Our analysis of leakage and displacement effects are based upon EKOS' professional judgement which draws on extensive experience of socio-economic impact appraisals. The specific additionality factors are presented in **Tables 5.2 and 5.3**.

**Table 5.2: Displacement**

	Glasgow	GCR	Scotland	UK
Construction	30%	20%	10%	0%
Tourist Spend	33%	40%	90%	95%
Management	33%	50%	60%	75%
Maintenance	33%	50%	60%	75%

Cleaner	33%	50%	60%	75%
Hospitality	33%	50%	60%	75%

**Table 5.3: Leakage**

	Glasgow	GCR	Scotland	UK
Construction	50%	25%	5%	0%
Tourist Spend	25%	10%	0%	0%
Management	40%	0%	0%	0%
Maintenance	25%	0%	0%	0%
Cleaner	10%	0%	0%	0%
Hospitality	10%	0%	0%	0%

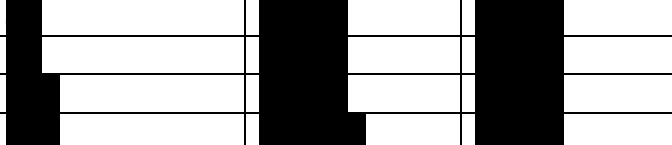
Multipliers are derived from the Scottish Government Input-Output tables which are presented at the Scottish level. We have assumed that multiplier effects at the Glasgow level will occur at a 25% of the Scottish level, GCR impacts at 50% of the Scottish level and UK impacts at 125% of the Scottish level. The individual multiplier rates adopted are presented in **Table 5.4**.

**Table 5.4: Multipliers**

	Glasgow	GCR	Scotland	UK	Industry Sector
Construction	1.21	1.43	1.85	2.06	Construction
Tourist Spend	1.19	1.31	1.62	1.78	Average of 14 relevant sectors
Management	1.08	1.16	1.32	1.40	Head office & consulting services
Maintenance	1.22	1.44	1.89	2.11	Repair & maintenance
Cleaner	1.07	1.13	1.26	1.33	Business support services
Hospitality	1.06	1.10	1.20	1.24	Food & Drink

Net Construction impacts accounting for these additional factors are presented in **Table 5.5**.

**Table 5.5: Net Construction Impacts**

	Employment (PYE)	GVA	Wages
Glasgow			
GCR			
Scotland			
UK			

Net ongoing impacts (inclusive of operational costs and increased visitor spend) are presented in **Table 5.6**.

**Table 5.6: Net Ongoing Impacts**

	Employment (FTE)	GVA	Wages
Glasgow			
GCR			
Scotland			
UK			

In considering the long-term impact of the development (over a 25 year period), we have identified that the one-off construction and the continuous operational activities will generate salaries and net additional GVA as presented in **Table 5.7**.

**Table 5.7: Long Term (10 and 25 Year) Impacts**

	10 Year	25 Year
Glasgow		
GCR		
Scotland		
UK		

**5.4b. Please complete Tab A and B on the appended excel spreadsheet to demonstrate your:**

**Tab A - Discounted total costs by funding source (£m)**

**Tab B – Discounted benefits by category (£m)**

## 5.5 Value for money of proposal

5.5a Please provide a summary of the overall Value for Money of the proposal. This should include reporting of Benefit Cost Ratios. If a Benefit Cost Ratio (BCR) has been estimated there should be a clear explanation of how this is estimated in a methodology note. Benefit Cost Ratios should be calculated in a way that is consistent with [HMT's Green Book](#). For non-transport bids it should be consistent with [MHCLG's appraisal guidance](#). For bids requesting funding for transport projects this should be consistent with [DfT Transport Analysis Guidance](#). (Limit 500 words)

### Net Present Social Cost

The NPSC is calculated by the sum of all of the costs (cash-releasing) of the project discounted to net present values, more specifically:

- the capital costs of the project; and
- the ongoing revenue costs of the project over 25 years.

**Table 5.8 Net Present Social Cost**

	Undiscounted	Discounted

**Net Present Social Value**

The NPSC is calculated by the sum of all of the cash releasing benefits (capital funding leveraged and income from trading) and non-cash releasing benefits (considered as net GVA) discounted to net present values, more specifically:

- funding for capital costs;
- the ongoing income of the project over 25 years; and
- the net GVA impact generated from the project through both construction and operational activity.

**Table 5.9 Net Present Social Value Glasgow Level**

	Undiscounted	Discounted
Capital Funding	██████	██████
Revenue	██████	██████
Net GVA	██████	██████
Total	██████	██████

**Table 5.10** provides summary NPSV for all geographic levels

**Table 5.10 Net Present Social Value All Levels**

	Undiscounted	Discounted
Glasgow	██████	██████
GCR	██████	██████
Scotland	██████	██████
UK	██████	██████

**Net Benefit/CBR**

Subtracting NPSC from NSPV gives us the net benefit of the project over 25 years as outlined in **Table 5.11**.

**Table 5.11 Net Benefit And Cost Benefit Ratios**

	Net Benefit	CBR
Glasgow	██████	██████
GCR	██████	██████
Scotland	██████	██████
UK	██████	██████

5.5b Please describe what other non-monetised impacts the bid will have, and provide a summary of how these have been assessed. (Limit 250 words)

As set out in the Theory of Change, the project will have the following non-monetised benefits:

- Heritage will be in better condition and better explained.
- Increased engagement in culture and heritage.
- Increased engagement with nearby communities.
- Improved health and wellbeing.
- New knowledge and skills.
- Increased volunteering, skills and employment opportunities.
- Increased reputation/profile of PCP/Glasgow
- Local area will be a better place to live, play, work and visit.

Many of the benefits will be realised as a result of the activities that the project will afford. They arise through the engagement of different beneficiaries with the Centre. For example, there is evidence to demonstrate the life satisfaction and wellbeing benefits of engagement with heritage including historic buildings (e.g. *Heritage Counts*, Historic Environment England, 2014). Using the wellbeing valuation method, previous research has estimated the amount of money that would provide the same impact on wellbeing as visiting heritage overall as £1,646 per person per year, higher than both sport and the arts. We have not sought to include this in the Benefit Cost Ratio.

Similarly, there is evidence of the community benefits of engaging with heritage in terms of social interaction, community cohesion, civic pride and sense of place and increased social capital.

Ex-ante quantification of these benefits is problematic beyond estimates of the likely numbers of beneficiaries (visitors) which is included in our BCR calculations. However, the existing evidence base gives confidence that these benefits will be achieved, and will be assessed through the Monitoring and Evaluation Plan.

5.5c Please provide a summary assessment of risks and uncertainties that could affect the overall Value for Money of the bid. (Limit 250 words)

There are a number of potential risks and uncertainties that could affect the overall Value for Money of the project. These include:

- Optimism bias - This refers to an observed tendency for organisations to over-estimate a project's future impacts. This can be for a number of reasons, including:
  - erroneous assumptions about the extent of demand for the project amongst potential beneficiaries

- overly optimistic assumptions regarding costs and delivery timescales
- underestimating the time to impact
  
- There are uncertainties around the assumptions regarding the increased number of non-domestic visitors. We have been relatively conservative in our estimates, however visitor numbers could be either higher or lower than our assumptions which would affect the economic impacts of the project.

5.5d For transport bids, we would expect the [Appraisal Summary Table](#), to be completed to enable a full range of transport impacts to be considered. Other material supporting the assessment of the scheme described in this section should be appended to your bid.

## PART 6 DELIVERABILITY

### 6.1 Financial

See technical note Table 1 for further guidance.

6.1a Please summarise below your financial ask of the LUF, and what if any local and third party contributions have been secured (please note that a minimum local (public or private sector) contribution of 10% of the bid costs is encouraged). Please also note that a contribution will be expected from private sector stakeholders, such as developers, if they stand to benefit from a specific bid (Limit 250 words)

Project costs amount to £15,550,500. This includes allowances for inflation, optimism bias, and contingency which provide mitigation against project risk. The LUF financial ask is £13,050,500, which will be 11% match funded by GCC.

Outstanding funds will be met through a fundraising campaign, which will include grant applications to Historic Environment Scotland (HES), and others. Existing SALIX funding of £500k is already in place to fund the hydro-electric turbine at the Sawmill.

Funding Source	£
GCC Capital Funds	<b>1,500,000</b>
Levelling Up Funds	<b>13,050,500</b>
Fundraising Campaign including HES, trusts, foundations and charities	<b>500,000</b>
SALIX - confirmed funding	<b>500,000</b>
<b>TOTAL</b>	<b>15,550,500</b>

Regular discussions will take place between the project's Principal Finance Officer and GCC's VAT officer to ensure the project remains fully VAT compliant.

A sensitivity analysis and switching value analysis has been undertaken to assess the impact of construction costs increasing. The outcomes of these analyses conclude that the benefit cost ratio is sufficiently high for this project to constitute good value for money.

If additional funding is required, it will initially be sought through the reallocation of contingency provisions based on status and residual risks. Where this redistribution of funding fails to meet any shortfall, further efforts will be made to attract additional funding from external organisations or sources.

Other funding options have been reviewed and considered however, no other funding is readily available due to current budget constraints. GCC will seek to identify and facilitate opportunities for follow-on investment where this might contribute to the delivery of project benefits.

6.1b Please also complete Tabs C and D in the **appended excel spreadsheet**, setting out details of the costs and spend profile at the project and bid level in the format requested within the excel sheet. The funding detail should be as accurate as possible as it will form the basis for funding agreements. Please note that we would expect all funding provided from the Fund to be spent by 31 March 2024, and, exceptionally, into 2024-25 for larger schemes.

**See Appendix 6.**

6.1c Please confirm if the bid will be part funded through other third-party funding (public or private sector). If so, please include evidence (i.e. letters, contractual commitments) to show how any third-party contributions are being secured, the level of commitment and when they will become available. The UKG may accept the provision of land from third parties as part of the local contribution towards scheme costs. Where relevant, bidders should provide evidence in the form of an attached letter from an independent valuer to verify the true market value of the land.

Yes

No

6.1d Please explain what if any funding gaps there are, or what further work needs to be done to secure third party funding contributions. (Limit 250 words)

At present there is a funding gap of £500k which will be met through a fundraising campaign. A key funder will be Historic Environment Scotland, who have been involved in project development and have expressed support for redevelopment of the Stables and Sawmill. A number of other grants and funding bids will be pursued from trusts, charities and funding streams.

The fundraising campaign will be run by GCC, its delivery partners and Arm's Length Organisations. The team includes specialists with areas of expertise including trusts, foundations, statutory funding, corporate sponsorship and individual giving.

A list of organisations we have recently secured funding from:



- Historic Environment Scotland (HES): £500k funding to deliver The Burrell Collection refurbishment; source of funding for Category B West Boathouse refurbishment
- National Heritage Lottery Fund: £15m funding to deliver The Burrell Collection refurbishment; primary source of funding for restoration of Provan Hall and West Boathouse
- Scottish Government: primary source of funding for redevelopment of Category B Parkhead School
- Regeneration Capital Grant Fund: source of funding for redevelopment of Parkhead School
- William Grant Foundation: 50% match funding to finance the PCP Stables Business Plan

6.1e Please list any other funding applications you have made for this scheme or variants thereof and the outcome of these applications, including any reasons for rejection. (Limit 250 words)

No other funding applications have been made for this scheme and this is the only funding application being submitted by GCC at this time. This decision has been made to reflect the advanced nature of this project compared to others and the urgency to protect this heritage asset.

6.1f Please provide information on margins and contingencies that have been allowed for and the rationale behind them. (Limit 250 words)

A series of surveys and 3D scans of the Stables and Courtyard structure, along with targeted exposure of key structural components of the existing fabric, have been undertaken to inform development of the scope of works and the cost plan. A cautious approach has been adopted to costing dewatering of the structure and stabilisation. This acknowledges that there are some unknowns about the building's current internal state and incorporates allowances for dewatering and stabilising "amber" areas, which are subject to the initial investigation. Costings have assumed a worst case approach for the Phase 1 works.

The team involved are subject matter experts with a wealth of experience, and are experienced in working on historic and listed buildings, ensuring conservation requirements are met through a careful and measured approach.

A contingency of [REDACTED] has been included in the Phase 1 works budget, which considers the current early stage of design and requirement to account for any unknown factors affecting initial works. A [REDACTED] contingency has been allocated to the Phase 2 and Phase 3 reconstruction and fit out budgets which reflects the more advanced stage of design in addition to the fact that Phase 1 will provide up to date and accurate information to inform subsequent Phases.

6.1g Please set out below, what the main financial risks are and how they will be mitigated, including how cost overruns will be dealt with and shared between non-UKG funding partners. (you should cross refer to the Risk Register). (Limit 500 words)

The main financial risks, as referenced in **Appendix 7 – Risk Register**, will be owned by GCC and are as follows:

- Upon inspection of the structure and during the start of Phase 1 works, the Stables building condition has deteriorated to a poorer state than assumed. This is mitigated through assuming a cautious approach to costing, assuming the worst case condition (**see Section 6.1f**) and allowing suitable contingency [REDACTED] and optimism bias ([REDACTED] Risk Ref No: PCPS001.
- The rising price of materials and labour may impact the project budget. This is mitigated through accounting for increased costs in costing and engaging with industry experiences (and other relevant projects) to understand anticipated trends. Risk Ref No: PCPS002.
- Increased costs for conservation treatments may affect the project. This is mitigated through early evaluation and planning of conservation, as well as prioritising treatments. Risk Ref No: PCPS009.
- There is a possibility that the fundraising target is not met. This will be mitigated through developing a fundraising plan and utilising experienced staff. Risk Ref No: PCPS011.
- The impact of Covid-19 on the construction industry may affect the project, with a knock on impact on timescale and cost. This will be mitigated through ongoing engagement with regulatory bodies. Risk Ref No: PCPS012.
- There may be an unanticipated high level of inflation which may affect the project. An estimate for inflation will be incorporated into costs. Risk Ref No: PCPS013.
- There is a risk that project budgets may be affected by unanticipated fluctuations or increases in inflation levels, alongside capacity of supplied to bid for contracts. This will be mitigated through regularly reviewing inflation forecasts and updating the project delivery plan. Risk Ref No: PCPS016.
- There may be uncertainty arising from current challenges with estimating costs and accounting for unknown factors. This will be mitigated through engagement with contractors and suppliers to understand any changes to cost, alongside an ongoing review of project finances and budgets. Risk Ref No: PCPS017.

In the case of cost overruns, additional funding will initially be sought through the reallocation of contingency provisions. Where this redistribution of funding fails to meet any shortfall, further efforts will be made to attract additional funding from external organisations or sources. If this is not successful a further request for Capital will be made to GCC.

## 6.2 Commercial

See technical note Section 4 and Table 1 for further guidance.

6.2a Please summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted. The procurement route should also be set out with an explanation as to why it is appropriate for a bid of the scale and nature submitted.

Please note - all procurements must be made in accordance with all relevant legal requirements. Applicants must describe their approach to ensuring full compliance in order to discharge their legal duties. (Limit 500 words)

Where possible, Glasgow City Council will utilise internal Project Management, Design and Construction teams who have experience in designing and delivering projects of this type and scale. Where goods, services or works are required from external sources, these will be procured through a competitive tender process in line with Glasgow City Council's Procurement Strategy which sets out key considerations in relation to a range of issues such as sustainability, community benefits and advertising through Public Contracts Scotland. This follows the approach that has been adopted recently for the delivery of Glasgow City Council's City Deal Infrastructure Programme.

Risk will be minimised through the use of internal in-house contractors where possible and the close working relationship and effective communication in place between parties.

In order to facilitate the implementation of sound project management practices and principles, and to define robust and effective legal relationships, NEC Professional Services Contracts and Engineering and Construction Contracts will be recommended for use where appropriate.

The works will be undertaken in separate phases through three contracts in line with the phased approach to delivery. An initial contract for the building dismantling will be issued our internal partner contractor City Building Glasgow via Standing Order, who will employ a Specialist Demolition Contractor via their procurement framework. This contractor will work with GCC and Glasgow Building Preservation Trust to meet conservation requirements of HES.

Subsequent contracts will be issued either to City Building or via Public Contracts Scotland. All contractors have been through a competitive process in order to be on the relevant procurement frameworks, including City Building Glasgow.

Consultation will be held with community stakeholders to identify physical and environmental on-the-ground benefits that can be delivered as part of the construction contract within the project area, and relevant community benefits obligations will be integrated into procurements and used as part of the award criterion.

## 6.3 Management

See technical note Section 4 and Table 1 for further guidance

Delivery Plan: Places are asked to submit a delivery plan which demonstrates:

- Clear milestones, key dependencies and interfaces, resource requirements, task durations and contingency.
- An understanding of the roles and responsibilities, skills, capability, or capacity needed.
- Arrangements for managing any delivery partners and the plan for benefits realisation.
- Engagement of developers/ occupiers (where needed)
- The strategy for managing stakeholders and considering their interests and influences.
- Confirmation of any powers or consents needed, and statutory approvals eg Planning permission and details of information of ownership or agreements of land/ assets needed to deliver the bid with evidence
- Please also list any powers / consents etc needed/ obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them.

6.3a Please summarise the delivery plan, with reference to the above (Limit 500 words)

### **See Appendix 8.**

A delivery plan has been developed which outlines milestones for:

- **Securing Funding: June-Oct 21.**  
This will be dependent on finalisation of the Business Plan, approval from GCC City Administration Committee, Listed Building Approval and Planning Approval.
- **Phase 1 Works including Downtaking and Stabilisation: June 21-March 22.**  
This will be dependent on a successful LUF bid. The works will arrest further deterioration and save (allowing analysis of) much of the existing building fabric.
- **Phase 2 Works including Restoration: June 21-Feb 23.**  
This will be clarified and informed by Phase 1 works.
- **Phase 3 Works including Fit Out: Feb 22-Jan 24.**  
The Business Plan will be applicable to the detailed development of the Fit Out works, and will be developed and managed by the estate manager.

Project resource (cost and staffing) has been allocated to each works activity.

It is anticipated that an estate management team, headed by a dedicated estate manager, will oversee benefits realisation and management of delivery partners.

There will be multiple parties involved, including a social enterprise at the café and potentially involved in food growing; a third party operator managing livestock (horses and cattle); local groups; the Outdoor Woodland Nursery; Friends of PCP and other parties.

The estate manager will coordinate training and employability programmes, linking to the GCC NRS Environmental Apprenticeships, Scotland Rural College, Clyde College and Glasgow Guarantee Programme.

GCC own the land at Pollok Stables and Sawmill. Pollok and Corroun, representing the Maxwell Family who previously owned PCP, require to approve the Sawmill site access arrangement.

The Transforming PCP Communication and Engagement Strategy encompasses the Stables redevelopment. This Strategy is currently underway and will continue throughout the project's lifespan to ensure local people and stakeholders are informed and involved.

Our governance structure has been specifically designed to respond to the roles and responsibilities of third parties and stakeholders in relation to the project. Where not already covered with existing arrangements, further negotiations and appropriate agreements will be entered into with relevant parties

GCC will undertake the programme of works as outlined in this application subject to existing legislation. A list of powers, consents, and approvals is as follows:

- Listed Building Approval from HES
- Technical Standards Approval (Building Warrant) from GCC
- Planning Approval from GCC
- Approval of site access route to Sawmill from Pollok and Corroun
- Environmental Impact Assessment may be required from SEPA

It is not expect that any aspect of the interventions will be vested to any other statutory body.

6.3b Has a delivery plan been appended to your bid?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
6.3c Can you demonstrate ability to begin delivery on the ground in 2021-22?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<p>6.3e Risk Management: Places are asked to set out a detailed risk assessment which sets out (word limit 500 words not including the risk register):</p> <ul style="list-style-type: none"> <li>• the barriers and level of risk to the delivery of your bid</li> <li>• appropriate and effective arrangements for managing and mitigating these risk</li> <li>• a clear understanding on roles / responsibilities for risk</li> </ul>	

The project will be managed in line with the methodology laid out the Glasgow City Region City Deal Programme Management Toolkit. This is a formal framework, based on core principles and tried and tested techniques that aim to ensure projects are appropriate, well managed, well-resourced and deliver on time, on budget and for the attainment of specific objectives and benefits.

Included within the toolkit are robust governance procedures which ensure that projects are monitored, barriers to the project, risks and issues, change controls and interdependencies are identified as soon as possible. This allows them to be managed and the impact or probability of the risk or issue occurring to be minimised.

The toolkit was developed based around the Glasgow City Council Project Management Toolkit, using experience of successful projects such as the delivery of the Commonwealth Games Infrastructure Programme.

The following categories for risk assessment are used – contractual, information technology, professional, environmental, people / societal, regulatory / legal, financial, physical / assets, political, schedule / timescales and reputation. As per ISO 31000, these risks will be assessed and classified in the context of both external and internal threats.

Specifically, risk will be assessed in respect of the combination of the probability of the risk happening and the impact of it happening. This will be considered in line with the Council's Risk Management Policy and Framework, and through the following steps:

- Project team will identify all risks facing the project
- Risks will be assessed in terms of probability and severity of impact. Impact represents an assessment of the severity of the consequences upon the project should a risk materialise, while probability represents an assessment of the likelihood that it will materialise.
- Risks will be allocated to named responsible officers.
- Risk owners will then put in place actions and controls to mitigate the impact and probability of each risk.
- All of the above will be recorded in a risk register which will be monitored and reviewed.

The Risk Register identifies all risks facing the project and is provided in **Appendix 7**.

Any new risks identified for the project during the above process will follow the overall risk management process and will be added to the risk register, analysed, classified, scored and thereafter monitored as noted.

6.3f Has a risk register been appended to your bid?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
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6.3g Please evidence your track record and past experience of delivering schemes of a similar scale and type (Limit 250 words)

GCC has extensive experience in managing major projects, including:

- The Burrell Collection refurbishment: £66m, ongoing
- Emirates Arena development: £113m, 2012
- Riverside Museum development: £74m, 2011
- Refurbishment and extension of Category C Listed Notredame Primary School in Glasgow's West End working with contractor City Building: 2012-2013
- Ongoing refurbishment of the Category B Daldowie Crematorium: Dec 2020-

GCC has a strong track record of managing major EU funded low-carbon infrastructure projects. E.g. The Horizon 2020 funded RUGGEDISED project will install a 200kW solar canopy on the roof of Duke Street Car Park. This will be supported by a 400kW battery and will supply a range of 7, 22 and 50kW chargers.

Furthermore, GCC is managing the delivery of a programme of infrastructure projects funded through the Glasgow City Region City Deal. In order for this funding to be made available, GCC developed and submitted for approval robust business cases that are fully compliant and consistent with HM Treasury's Green Book.

City Deal projects of particular relevance include the City Centre Avenues, which is transforming the city centre's streetscape and public realm - making it more "people-friendly", more attractive, greener, more sustainable and more economically competitive. Similarly, the Waterfront and West End Innovation Quarter covers an area that extends along the river from the City Centre to Govan and northwards to the west-end. The area is home to economic and heritage assets of national importance, which GCC is looking to strengthen and reframe in an effort to facilitate inclusive economic growth.

6.3h Assurance: We will require Chief Financial Officer confirmation that adequate assurance systems are in place.

For larger transport projects (between £20m - £50m) please provide evidence of an integrated assurance and approval plan. This should include details around planned health checks or gateway reviews. (Limit 250 words)

The project will be delivered through the governance framework already in place to oversee successful delivery of the Glasgow City Region City Deal programme. The City Deal Executive Group, chaired by the City Deal Senior Responsible Officer (with Director representation from Corporate Services, Legal, Finance and Neighbourhoods, Regeneration & Sustainability), will ensure the Pollok Stables project will be delivered in line with the Glasgow City Region City Deal Assurance

Framework and supplementary Programme Management Toolkit, which has been approved by UK Government. The project will be accountable to existing Glasgow City Council structures, including:

- City Administration Committee
- Finance and Audit Scrutiny Committee
- Capital Programme Board
- Neighbourhood, Housing and Public Realm City Policy Committee
- Environment, Sustainability and Carbon Reduction Committee
- Property and Contracts Committee

Project resources will be committed to support its development and delivery. This will cover project management, legal, procurement, finance and accountancy and technical guidance. Allocation of these resources has been factored into project budgets.

The project will be governed by PRINCE2 project management principles, in line with GCC Corporate Guidance. It will report through the GCC City Deal PMO which will ensure compliance with project monitoring as per the GCC Corporate Guidance and the GCR Assurance Framework.

The project will report to a project coordination group on a 4-weekly basis. This will be chaired by the Project Manager and will manage project delivery through:

- Project Status Reports
- Risk and Issues Management
- Escalation
- Dependencies and Interdependencies
- Financial control and contingency management
- Change Control
- Monitoring and tracking of benefits

## 6.4 Monitoring and Evaluation

*See technical note Section 4 and Table 1 for further guidance.*

6.4a Monitoring and Evaluation Plan: Please set out proportionate plans for M&E which should include (1000 word limit):

- Bid level M&E objectives and research questions
- Outline of bid level M&E approach
- Overview of key metrics for M&E (covering inputs, outputs, outcomes and impacts), informed by bid objectives and Theory of Change. Please complete Tabs E and F on the **appended excel spreadsheet**
- Resourcing and governance arrangements for bid level M&E



## Objectives

The Bid Level objectives are:

- To restore and redevelop the Pollok Stables Block and Sawmill as a key net zero heritage asset for Glasgow
- To attract new visitors to the Pollok Stables and Pollok Country Park, with 20% from SIMD 1 and 2 areas
- To increase visitor expenditure in the city by £1.9m per annum (£0.6m net additional expenditure)
- To improve the health and wellbeing of Glasgow residents through engagement with heritage and green space
- To demonstrate the potential of low carbon energy systems

## Outline of M&E Approach

The M&E of Pollok Stables Block and Sawmill will be aligned with the UK Government requirements for the wider Levelling Up Fund programme. The M&E arrangements for reporting will include:

- establishing a baseline value for each benefit;
- establishing the primary source of data and frequency of collection;
- preparation of monthly/ quarterly/ annual reports providing update on progress against the baseline and targets, and submission of reports to internal GCC Groups/ Committees and external review/ evaluation; and
- oversight of, input to, and validation of, the key stage evaluations at UK LUF.

The project monitoring activities will include review against the Risk Register, financial, performance, benefits realisation monitoring, timetabling, contractor performance, etc.

In accordance with the M&E Plan, the project will be monitored, thus providing the opportunity to evaluate the scheme against set criteria, including environmental and sustainability objectives.

## Overview of Key Metrics

Key metrics are provided in the appended spreadsheet (Tab F) and are summarised below. These are drawn from the bid objectives above, and the accompanying theory of change (Section 4.3a and **Appendix 3**)

Inputs:

- total capital funding secured (£)
- capital expenditure (£ total and by funding source)
- staff inputs (FTEs)

Outputs:

- number of new heritage assets developed
- number of visitors to Pollok Stables and Sawmill (total and residents/ visitors and SIMD 1 and 2 residents)
- number of educational visits/use (including SIMD 1 and 2 residents)
- number/type of small businesses using pop-up retail space

Outcomes:

- improved perception of Glasgow South amongst residents and visitors
- number of people reporting improved wellbeing as a result of engaging with heritage/ green space (total and residents/ visitors and SIMD 1 and 2 residents)
- number of people involved in educational activities at the Stables/ Sawmill
- number of jobs created at the Stables and Sawmill
- number of people volunteering at Pollok Stables and Sawmill
- increased income for businesses using the stables
- increase in low carbon energy generation

Impacts:

- increased visitor expenditure in Glasgow
- reduction in carbon emissions

Further detail on these metrics is provided in Appendix 6 (Tab F). Regular project monitoring data will be collected to track:

- capital expenditure on the project
- visitor numbers (split as above)
- usage of the facility (educational/ community/ business)
- carbon emissions

The project will track change in outcome metrics such as reported wellbeing and perception of place through existing surveys (Glasgow Health and Wellbeing Survey and Glasgow Household Survey). In addition, external evaluation work will be commissioned three years after the opening of the Stables and Sawmill, which will include user surveys to gather data on impact including visitor expenditure and reported wellbeing.

### **Governance and Resourcing**

The ongoing project monitoring and evaluation after completion of the physical project works will be managed and implemented by Glasgow City Council (GCC) using in-house staff resource and supplemented by external specialist consultants as required. The costs associated with delivery of the M&E Plan will be met by GCC. [REDACTED] (NRS) shall have Project Manager responsibility for monitoring and evaluation (M&E).

All GCC projects will be subject to fortnightly review meetings to discuss progress, programme, financial and technical matters. Matters arising, and progress will then be fed through to the City Deal Executive Group. All officers involved are experienced and professionally qualified in their relevant disciplines.

These meetings will be linked to the project start and will take the form of a four-weekly strategic review, update and management meeting comprising of

representatives from GCC Neighbourhoods, Regeneration and Sustainability (NRS) Department, Glasgow Life and the National Trust for Scotland.

## PART 7 DECLARATIONS

### 7.1 Senior Responsible Owner Declaration

As Senior Responsible Owner for Pollok Stables and Sawmill I hereby submit this request for approval to UKG on behalf of Glasgow City Council and confirm that I have the necessary authority to do so.

I confirm that Glasgow City Council will have all the necessary statutory powers and other relevant consents in place to ensure the planned timescales in the application can be realised.

Name: Patrick Flynn

Signed:

### 7.2 Chief Finance Officer Declaration

As Chief Finance Officer for Glasgow City Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Glasgow City Council

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution
- accepts responsibility for meeting any costs over and above the UKG contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties
- accepts responsibility for meeting any ongoing revenue requirements in relation to the scheme
- accepts that no further increase in UKG funding will be considered beyond the maximum contribution requested and that no UKG funding will be provided after 2024-25
- confirm that the authority commits to ensure successful bids will deliver value for money or best value.
- confirms that the authority has the necessary governance / assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to.

Name: MARTIN BOOTH

Signed:

### 7.3 Data Protection

Please note that the The Ministry of Housing, Communities and Local Government (MHCLG) is a data controller for all Levelling Up Fund related personal data collected with the relevant forms submitted to MHCLG, and the control and processing of Personal Data.

The Department, and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the application to the Department for funding from the Levelling Up Fund, as well as in accordance with its privacy policies. For the purposes of assessing your bid the Department may need to share your Personal Data with other Government departments and departments in the Devolved Administrations and by submitting this form you are agreeing to your Personal Data being used in this way.

Any information you provide will be kept securely and destroyed within 7 years of the application process completing.

**You can find more information about how the Department deals with your data [here](#).**



# Pollok Stables & Courtyard Buildings

- In Pollok Country Park, Glasgow's largest park, situated in the south of the city
- Historical trading centre on the White Cart River





# Glasgow's Clydesdale Horses





# The Old Sawmill







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**Stewart McDonald MP**  
Member of Parliament for Glasgow South  
House of Commons, London SW1A 0AA  
stewart.mcdonald.mp@parliament.uk

Phone: 0141 632 5043  
Email: [stewart.mcdonald.mp@parliament.uk](mailto:stewart.mcdonald.mp@parliament.uk)

16 June 2021

To whom it may concern,

**RE: Support for Pollok Country Park Stables & Sawmill Redevelopment.**

I am writing as Member of Parliament for Glasgow South to support Glasgow's Levelling Up Fund bid to develop a 'living' heritage centre at the Stables and Sawmill in Pollok Country Park.

The proposal will deliver urgently needed investment in the heritage assets, bringing them back into use and creating a unique net-zero city attraction. This centre will celebrate heritage and the prized Clydesdale horses while involving the local community and providing training opportunities. The city's journey to carbon neutral by 2030 will be a central focus of the attraction through showcasing traditional power generation and demonstrating modern renewable technologies.

This builds on recent investment in the park and its attractions, including refurbishment of the Burrell Collection museum, upgrades to the ancestral family home Pollok House, and interventions to promote active travel and create an accessible destination for visitors as well as the diverse communities across Glasgow South and the wider city.

I know that Glasgow City Council stands ready to make the most of the opportunity and investment provided by the Levelling Up Fund.

Yours sincerely,

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### **Appendix 3 – Theory of Change**

The project Theory of Change has been developed and tested with representatives within GCC, Glasgow Life and wider stakeholders. The Theory of Change will be further reflected on, reviewed and developed based on our experience and learning from the project's development and delivery in order to ensure greater clarity and purpose. It will also be further tested as part of the monitoring and evaluation framework developed for the project.

#### **Contextual factors and external influencers:**

- Ongoing work associated with the wider Transformation of Pollok Park.
- Covid-19 legacy impacts and implications (e.g. greater use of outdoor environment and spaces, increased staycations).
- Ability to secure capital and revenue funding for the project.
- Competition for peoples' leisure and recreation time (i.e. option-rich, time-poor).

#### **Strategic rationale:**

- Future-proofing a significant heritage asset.
- Promoting economic growth through tourism and the visitor economy - a key growth sector.
- Involving and engaging local communities near to PCP.
- Improving wellbeing and quality of life in local communities.
- Transition to net zero.

#### **Inputs:**

- Total capital funding secured (£).
- Capital expenditure (£ total and by funding source).
- Staff inputs (FTEs).



#### **Activities:**

- Restoration and redevelopment of a heritage asset.
- New (complementary) visitor attraction developed in PCP.
- Extension of PCP catering and retail offer.
- Extension of recreational and leisure activities available at PCP.
- Extension of learning and educational activities available at PCP.
- Provision of a range of opportunities for people to engage, experience, interact and access activities related to the history and heritage of PCP (and

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specifically the Stables and Sawmill), Clydesdale Horse breed, and renewable energy.

### Outputs

- Number of new heritage assets developed.
- Number/type of new facilities, activities and services created based on cultural and heritage assets located at PCP.
- Number of visitors to Living Heritage Centre.
- Number of educational visits/use.
- Number/type of small businesses using pop-up retail space.
- Visitor satisfaction and enjoyment levels.
- New partnerships and collaborations.



### Outcomes

- Heritage will be in better condition and better explained.
- Improved accessibility and quality of visitor experience.
- Increased engagement in culture and heritage.
- A wider range of people involved in culture and heritage.
- Improved perception of Glasgow South amongst residents and visitors
- Increased engagement with communities that live near Pollok Park.
- Improved health and wellbeing.
- Increased volunteering, skills and employment opportunities.
- Increased opportunities for businesses to use the Stables and Courtyard.
- Increase in low carbon energy generation
- Increased knowledge and awareness of energy production and consumption.



### Impacts:

- Increased reputation/profile of PCP/Glasgow as a visitor destination.
- Local area will be a better place to live, play, work and visit.
- Increased visitor expenditure.
- Increased local economic activity.
- Reduction in carbon emissions.



### Underlying assumptions:

- Delivery of wider physical improvements to Pollok Estate (including access, parking, public realm).

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- That much of the existing fabric of the Stables and Sawmills buildings can be retained for restoration.
- Local communities, including specific target groups, are motivated/supported to engage with the project's activities.
- Active travel management plans, and in particular reduced vehicle access to PCP, does not prevent people from travelling to the south of the city, and/or their access to/use of the park/project.
- Project will be a catalyst for follow-on work as part of a longer-term vision for the Living Heritage Centre.

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**Appendix 4 - List of Strategies and Plans reviewed for Question 4.4a**

<b>Theme</b>	<b>Strategies</b>
Heritage and Historic Environment	<ul style="list-style-type: none"> <li>• Scottish Government (SG) Historic Environment Strategy for Scotland Our Place in Time (2014/24).</li> <li>• GCC Heritage Assets Plan (2019/29).</li> <li>• GCC Property and Land Strategy (2019).</li> </ul>
Parks and Greenspaces	<ul style="list-style-type: none"> <li>• GCC Our Dear Green Place (2019).</li> </ul>
Tourism and Visitor Economy	<ul style="list-style-type: none"> <li>• SG Scotland Economic Strategy (2015).</li> <li>• Scottish Tourism Alliance/partners Scotland Outlook 2030.</li> <li>• Glasgow’s Tourism and Visitor Plan to 2023.</li> </ul>
Culture and the Creative Economy	<ul style="list-style-type: none"> <li>• SG A Culture Strategy for Scotland (2020).</li> </ul>
Climate Change and Circular Economy	<ul style="list-style-type: none"> <li>• GCC Climate Emergency Implementation Plan (2019).</li> <li>• GCC Circular Economy Routemap for Glasgow (2020/30).</li> <li>• GCC Food Growing Strategy (2020/25).</li> </ul>