



**Glasgow City Region Cabinet**

**Item 15**

**5 November 2024**

**Report by Director of Regional Economic Growth**

**Contact: Jane Thompson**

**Tel: 0141 287 5369**

**East Renfrewshire Council Dams to Darnley: Balgray Visitor Facilities Project  
Outline Business Case**

**Purpose of Report:**

To report to the Cabinet on the evaluation of East Renfrewshire Council's Outline Business Case for Dams to Darnley: Balgray Visitor Facilities

**Recommendations:**

The Cabinet is invited to:

- a) note the content of this report
- b) note the PMO Appraisal and Project Risk Register are available on request from the Clerk
- c) approve this Outline Business Case and the £170,130 funding requested to take the project to FBC.

## **1. Purpose**

- 1.1. To report to the Cabinet on the evaluation of Outline Business Case (OBC) for East Renfrewshire's (ERC) Dams to Darnley: Balgray Visitor Facilities
- 1.2. The submission of this business case for appraisal is considered as confirmation that ERC approves the inclusion of this business case as part of the City Deal Programme as stated in the Glasgow City Region City Deal Assurance Framework 2019.
- 1.3. ERC's Cabinet agreed to delegate authority to the Director of Environment for the submission of the OBC on 15 August 2024.

## **2. Background**

- 2.1. The CEG on 30 November 2017 approved a review process to ensure that Glasgow City Region City Deal business cases are compliant with the approach contained within the H.M. Treasury Green Book. EKOS Consulting Ltd, in the process of reviewing the GCR City Deal OBCs, developed an appraisal template which has incorporated the comments of both the UK and Scottish Governments. This appraisal template has been used to assess this business case for compliance with Green Book.

## **3. Review of Dams to Darnley: Balgray Visitor Facilities OBC**

- 3.1. The appraisal of this business case was carried out in line with the appraisal template, and the PMO considers that the OBC is consistent with the requirements of H.M. Treasury Green Book. While the PMO considers that the OBC is compliant with the requirements of Green Book, it remains that case that all legal and financial risks associated with the project remain with the Member Authority.
- 3.2. The PMO consider that the content of this OBC is consistent with the content of Dams to Darnley SBC previously approved by Cabinet on 23 June 2015
- 3.3. The monitoring and evaluation of the will continue to inform the overarching Programme Business Case.
- 3.4. The Executive Summary for the project is attached as Appendix 1.A copy of the PMO's appraisal assessment of this business case is available from the Clerk.

## **4. Current Status of Project**

- 4.1. In advance of the approval of this OBC, this project reported at 'Green' status for Scope, Finance, Timeline, and 'Future' for Benefit Realisation.

## **5. Scope**

- 5.1. The proposed works will deliver:
  - Blue Green Infrastructure [sqm] – 21,765 sqm
  - Public Realm (created) [sqm] – 21,765 sqm
  - Assembly and Leisure (Class 11) – 188 sqm
  - Food and Drink (Class 3) – 150 sqm
  - Parking spaces (New) [no.] - 54
  - Parking spaces for Electric Vehicles' (Evs) Charging [no.] - 3
  - Pedestrian Routes (Enhanced) [km] – 0.35km
  - Visitor centre (New) (FS\_13) - 1

- 5.2. From project inception, there has been one CCR submitted for Scope:
- The ERC Programme Realignment Exercise 2021 saw the project scope descope from a major visitor centre building to a smaller scale and less expensive visitor centre.

## **6. Timescale**

- 6.1. East Renfrewshire Council is proposing to submit a FBC following the approval of this OBC. The key milestone dates are as follows:

- FBC approval – June 2025
- Pre-construction works – July 2025
- Construction start – August 2025
- Construction end – January 2026

- 6.2. From project inception, there have been 7 CCRs submitted for Programme Milestone changes:

- 181005\_ERC\_0019 – Construction end date delayed from December 2020 to December 2021 (+12months)
- 201021\_ERC\_0028 - Augmented OBC Cabinet Approval Date: December 2021; FBC submission delayed from March 2020 to December 2022 (+33 month); Award of Contract: February 2023; Construction Start: April 2023; and Construction End delayed from December 2021 to April 2024 (+28months);
- 210810\_ERC\_0030 – Construction Start remains 2023 and Construction End delayed from April 2024 to September 2024 (+5months)
- 220720\_ERC\_0033 - Augmented OBC Cabinet approval date – delayed from December 2021 to March 2023 (+15months); FBC approval delayed from December 2022 to October 2023 (+10months); Construction Start delayed from April 2023 to April 2024 (+12 months); and Construction End delayed from September 2024 to April 2025 (+7 months).
- 221223\_ERC\_0034 – delay Augmented OBC Cabinet approval date from March 2023 to January 2024 (+10 months) with subsequent FBC CEG approval date in August 2024 (+10 months); Construction Start February 2025 (+10 months); and CE December 2025 (+8 months).
- 240404\_ERC\_038 - Construction End delayed from December 2025 to March 2026 (+3months)
- 240705\_ERC\_041 - CAB OBC approval delayed from February 2024 to November 2024 (+9months); FBC Approval delayed from September 2024 to April 2025 (+7months); Construction Start delayed from February 2025 to June 2025 (+4months); and No change to Construction end.

## **7. Finance**

- 7.1. The total funding for the M77 Strategic Corridor project is £44.0m. This £2.35m sub-project for the Dams to Darnley: Balgray Visitor Facilities will be funded from City Deal as set out below:

- City Deal Grant - £2.02m (or 86% of CD funding)
- City Deal East Renfrewshire Council - £0.33m (or 14% of CD funding)

- 7.2. The Balgray Visitor Facilities project requires £170,310 to be approved for design and planning fees to take the project through to FBC.

- 7.3. A full financial analysis has been carried out as part of the evaluation of the business case for the project funding and the drawdown of this funding will be completed on the basis of actual eligible expenditure, in association with the grant drawdown principles outlined within the Assurance Framework.
- 7.4. Five Change Controls for the M77 Strategic Corridor have previously been submitted for Finance since the approval of the SBC.
- 170413\_ERC\_0011 - Minor reduction in expected 2016/17 out-turn from £100,000 to £71,000 (February 2017)
  - 170524\_ERC\_0012 - VC001A - Reduction in budget from £5,600,000 to £4,935,000 (March 2016). VC001B - Reduction in budget from £4,935,000 to £4,836,479 (Dec 2016/Jan 2017)
  - The ERC Programme Realignment Exercise 2021 saw the project budget reduce to £2,800,000.
  - 220127\_ERC\_0031 - In Feb 2021, Glasgow City Region agreed to take receipt of accelerated grant funding of £65m from the Scottish Government (SG) to be allocated to the Member Authorities to cover their City Deal expenditure to end March 2021. Permission is sought to increase the funding approved for grant payment from that currently approved via the business case approval process from £11,612,480 to £13,097,000.
  - 240111\_ERC\_036 - Refreshed cashflow projection to reflect delays to Aurs Road realignment project.

## 8. Benefits Realisation

- 8.1. ERC's OBC has identified and quantified the project outputs and outcomes for this OBC and provided completed individual benefits trackers as required by the Assurance Framework.
- 8.2. **GVA:** The GVA that is projected to be delivered by the project and attributable to the City Deal investment by 2035 and over 25 years (2045) is set out in the table below:

GVA	
Net additional GVA at GCR over 25 years	£4.7m
Net additional GVA at Scotland level over 25 years	£4.9m

- 8.3. **Benefit Cost Ratio (BCR):** The GCR City Deal Programme Management Toolkit states that the BCR should be calculated using the *Net Additional GVA at GCR over a 25 year period* against *total public sector costs* for the project the BCR is calculated as follows:

Benefit Cost Ratio	
Net Additional GVA at GCR over a 25 year period	£4.7m
Total public sector costs over 25 years	£2.3m
BCR	2.0 to 1

- 8.4. The public BCR of 2.0 to 1 is for the benefits and costs that are attributed to the City Deal Investment. Therefore for every £1 of public money invested, £2.0 of economic benefit is secured for the City Region, demonstrating value for money.

- 8.5. **Employment Benefits:** The projected number of jobs, both the short-term construction jobs through both the enabling infrastructure and follow on development, and the operational permanent jobs, that are attributed to the City Deal investment are set out in the table below:

Construction Employment - short term	
Net additional enabling infrastructure jobs at GCR (Person Years of Employment) by 2035	10 Jobs
Net additional development / follow on jobs at GCR (Person Years of Employment) by 2035	0 Jobs
Operational Employment – permanent jobs created.	
Net additional Full Time Equivalents by 2035	140

- 8.6. **Private Sector Investment:** The OBC sets out that £0.0 follow-on private sector capital investment will be leveraged and that the project is part of a wider programme of activity designed to support the longer-term regeneration of Barrhead through attracting new investment and residential development and creating good quality and sustainable communities. The OBC describes how the project will deliver the potential to bring visitors and generate new activity through both the visitor centre and commercial offering and will improve access to high quality green spaces to a large number people across East Renfrewshire and Glasgow. In particular it will be easily accessible by walking and active travel to people in Newton Mearns, and of particular note, Barrhead, South Nitshill and Darnley as they all have high levels of deprivation.
- 8.7. **Community Benefits:**
- 8.8. The OBC confirms the procurement policy and procurement approaches will follow public procurement regulations. The procurement strategy will also be aligned with the Glasgow City Region City Deal Procurement Strategy and will be compliant with requirements of GCR Buyers' Guide and that the Cenefits system will be used for monitoring and reporting community benefits.
- 8.9. The OBC confirms that the preferred development partners are committed to maximising the benefits of developments to communities and also engagement where appropriate with local companies and supply chain to ensure the project contributes back into the local economy. All tender requirements will include the need to meet minimum level of Community Benefit as required by City Deal PMO and with regard to key objectives.
- 8.10. There have been no change controls submitted for Benefits Realisation since the approval of the SBC.

## 9. Recommendations

- 9.1. The Cabinet is invited to:
- a) note the content of this report
  - b) note the PMO Appraisal and Project Risk Register are available on request from the Clerk
  - c) approve this Outline Business Case and the £170,130 funding requested to take the project to FBC

## **Appendix 1: Executive Summary**

This Outline Business Case (OBC) is requesting capital funding of £2.35m, including £2.02m from the GCR City Deal and £0.3m from ERC to support the development of the **Balgray Visitor Facilities Project** at Dams to Darnley Country Park in East Renfrewshire. The gearing ratio between City Deal and ERC funding is split: City deal 86% and ERC 14%.

### **Project Scope**

The project involves the construction of a variety of new community and visitor facilities at Dams to Darnley Country Park and associated landscaping at the North East end of the Balgray Reservoir. This activity is a core part of the wider M77 Strategic Corridor project that was approved by the City Deal cabinet in 2015 and will support the ongoing regeneration of one of the city-regions most deprived communities, Barrhead.

Based upon the initial design, the project will consist of:

- A new visitor centre/pavilion to include:
- Ranger office including tea prep area for two people.
- Public Toilet facilities including baby changing facilities and disability accessible changing places.
- Covered indoor/outdoor seating and teaching area.
- State of the art play area with accessible play equipment.
- Car Parking.
- Features along the footpath surrounding the Reservoir.
- A new feature from the retained stone of the water tanks.
- A flexible open space/events zone.
- Areas for food and beverage offering – mobile street food catering trucks.

Further details of the proposed facilities can be found in the detailed Dams to Darnley Feasibility Report.

The layout of the proposed development is provided.



**Proposed Development Plan**

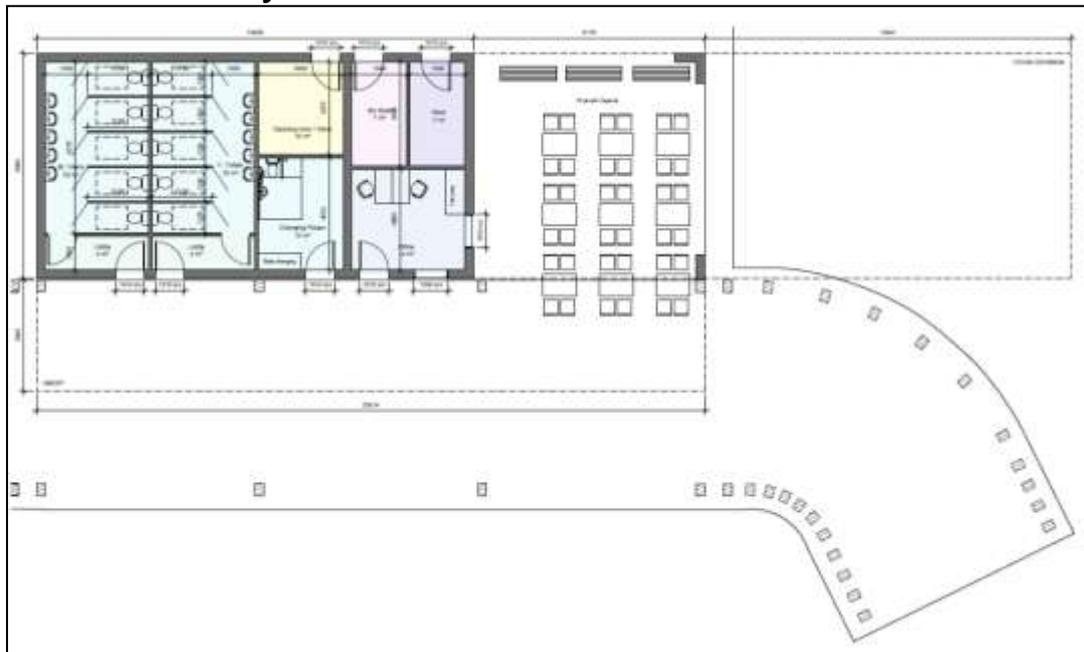
## Site Map



## Visitor Centre Design



## Visitor Centre Layout



## Strategic Case Policy Fit

### UK Level

Growth Plan 2022.

### Scotland Level

National Performance Framework.

Scotland' National Strategy for Economic Transformation.

National Planning Framework 4.

Equality, opportunity, community – New leadership – A fresh start.

### Glasgow City Region and Local Policy

Glasgow City Region Deal.

Glasgow City Region Economic Strategy.

Clydeplan.

Outcome Delivery Plan 2020-2023.

East Renfrewshire Local Development Plan 2.

## Rationale and Opportunity for Intervention

Dams to Darnley Country Park is a large, high quality historic green space located between Barrhead and Newton Mearns. Analysis conducted by Alliance Leisure indicate that a total of 1.2 million people live within 30-minutes drive of the park, with 170,000 living within a 15-minute drive, indicating a large pool of potential park users withing a short distance.

The local area is relatively under-provisioned for greenspace with a large outdoor play provision within a reasonable distance by walking or public transport. There are two small parks within forty minutes' walk of Dams to Darnley (Cowan Park and

Carlibar park in Barrhead) with outdoor play provision of a decent standard. There are four within a 30-minute drive of the Dams to Darnley (Rouken Glen, Pollok Country Park, Gleniffer Braes and Glasgow Green), and only two within 15 minutes' drive (Rouken Glen and Gleniffer Braes). Dams to Darnley Country Park is currently underdeveloped compared to these parks, with current facilities consisting of basic paths between the various reservoirs.

There has been a variety of developments around Dams to Darnley Country Park in recent years including:

- significant levels of housebuilding around South Nitshill and Darnley over the last decade adjacent to the northern boundary of the park.
- Significant level of housebuilding in Newton Mearns adjacent to the eastern boundary of the park recent Barrhead South developments at the north-west of the park consisting of: the upgrading of Balgraystone Road (complete) and Aurs Road (estimated to complete June 2026).
- the development of the Balgray Rail Station estimated to open in April 2026.
- the ongoing housing development which is estimated to create a total of 1,050 additional homes by 2029.

This presents a unique opportunity for Dams to Darnley Country Park. Prior to these developments, the park had relatively few people living nearby, limited public transport access and poor access by road, particularly from the Southeast. These developments have addressed these issues, and the park now has much better access and potential to attract visitors.

The Balgray Visitor Facilities project will improve access to high quality green spaces to a large number people across East Renfrewshire and Glasgow. In particular it will be easily accessible by walking and active travel to people in Barrhead, Newton Mearns, South Nitshill and Darnley. Barrhead, South Nitshill and Darnley are of particular note as they all have high levels of deprivation for which improved access to green spaces will be particularly beneficial.

By 2040, the population of East Renfrewshire is expected to increase by 10%. East Renfrewshire has a unique geography and diverse population with the highest proportion of children and young people in Scotland, along with a growing ageing population. Just over 16% of our people are from minority ethnic backgrounds. The development of new visitor facilities will attract people to enjoy the greenspace and become a regionally important visitor destination.

The recently published ERC Partnership Vision for 2040 has a strong fit, with its objectives to allow children and young people flourish, communities and places, thrive and live well.

The following extract, taken from the [Understanding Glasgow, The Glasgow Indicator Project](#) provides evidence as to the importance of accessible greenspace.

“There is increasing evidence and recognition of the positive benefits of access to good quality green spaces and natural environments for physical and mental health for everyone, but particularly for children and young people. Regular access to natural environments has been shown to reduce symptoms among children with ADHD and reduced stress in children.

Urban areas with green spaces are associated with reduced antisocial behaviour and incidence of crime. Improved mental wellbeing and reduced admissions for mental illness have been associated with increasing levels of green space in an area. Living close to safe and accessible natural environments is associated with increased rates of physical activity. The benefits include:

- People who use parks and green spaces regularly, exercise more.
- Increased accessible urban green space is associated with increased amounts of play for local children.
- Children are more active when playing in natural environments.
- Natural features, such as trees or hedges, can improve levels of creative play as well as play between different groups of children.
- Children playing in natural environments appeared to have improved concentration and motor skills

There are many educational benefits from learning outdoors:

- connections are made experientially with the real world outside the classroom, helping to develop skills, knowledge and understanding in a meaningful context
- outdoor environments and surroundings act as a rich stimulus for creative thinking and learning.
- the multi-sensory experience outdoors helps children and young people to retain knowledge more effectively. “
- Learning in a less structured environment can provide a different learning experience from that of the classroom and one that is more relaxed.”

## SMART Objectives

Objective	Specific	Measurable	Attainable	Relevant	Baseline	Time-bound
Increase the number of visitors and enhance the accessibility of Dams to Darnley Country Park.	Objective seeks to increase the number of visitors to Dams to Darnley Country Park by enhancing the accessibility of the park	Measurable by the increase in 190,000 visitors to Dams to Darnley Country Park.	Improvements proposed under the project will create attractive visitor facilities and improved accessibility which will increase the number of visitors.	Dams to Darnley Country Park currently attract 90,000 visitors per annum despite the lack of visitor facilities and lack of accessibility.	90,000 – 100,000 annual visitors to Dams to Darnley Country Park	Increase in visitor numbers of 190,000 by 2029.
Enhance the recreational offerings for residents and visitors – supporting them to enjoy good quality green space and blue space. Create sustainable, eco-friendly, multifunctional and visually appealing facilities for visitors.	Objective seeks to improve the visitor infrastructure at Dams to Darnley Country Park to encourage residents and visitors to use the park  This objective seeks to create visitor facilities which are visually appealing and attractive for visitors, encouraging their use of the park.	Measurable by the tracking the satisfaction of visitors with the new facilities via surveys  Measurable by completion of the Balgray Visitor Facilities	The new visitor facilities that will be created through the project will offer enhanced recreational opportunities for residents and visitors  The Balgray Visitor Facilities Project will create a new eco-friendly, multifunctional and visually appealing visitor facility.	There are currently no visitor facilities at Dams to Darnley Country Park which make the park unattractive to visitors.  There are currently no visitor facilities at the park and the new facilities will be eco-friendly, multifunctional and visually appealing.	To be determined by visitor surveys prior to construction  No visitor facilities at Dams to Darnley Country Park	Increase in visitor Satisfaction by 2029.  Balgray Visitor Facilities Completion 2026
Foster community engagement, social cohesion, and local pride within the new community of	Delivery of the project will provide facilities for a wide range of community events at an	Measurable by number of total number of attendees at events taking	The creation of attractive visitor facilities and provision of catering facilities will make Dams to Darnley	There are currently no visitor facilities at Dams to Darnley Country Park which make it	520 Annual event attendees	Increase in event attendees by 2029.

<p>Barrhead South and across East Renfrewshire.</p> <p>To create the opportunity for a private's sector catering provider to operate from the park.</p>	<p>attractive location, which will promote social cohesion and local pride.</p> <p>This objective seeks for there to be a regular private sector catering provider operating from the park.</p>	<p>place at Dams to Darnley Country Park.</p> <p>Measurable by the number of hours per week that private sector food vans are operating from the park.</p>	<p>Country Park and attractive location for both public and private sector events.</p> <p>The design of the park will provide all the facilities that private sector food vans will need. Initial discussions have been undertaken with catering providers.</p>	<p>an unattractive place for holding events at the moment.</p> <p>There is currently no catering provision in the park. A catering offer would make the park more attractive to visitors.</p>	<p>No catering provision in the park.</p>	<p>Increase in number of hours per week food vans operate from the park by 2029.</p>
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## Economic Case

### Shortlisted Options

The options short-listed and taken forward for further detailed appraisal are:

Option 1: Do Nothing – the business-as-usual or counterfactual position considers what would happen in the absence of public sector intervention.

Option 2: Do Minimal – the site is ‘greened’ for informal recreation, dog walking, exercise classes, etc.

Option 3: Outdoor recreation playpark, informal open space for play and events, utilities infrastructure for developing a flexible catering offer and visitor centre

Option 4: Farm shop, café, soft play, and small plant nursery.

### Benefits

Over the 25-year appraisal period, the total present value net GVA impacts are outlined below.

#### Cumulative 25-Year Impacts (Net GVA)

			Option 2	Option 3	Option 4
East Renfrewshire	Construction	PYEs	0	0	10
		GVA	£0.1	£0.3	£0.4
	Operational	FTEs	0	0	0
		GVA	£0.0	£3.6	£3.6
	<b>Total</b>	<b>GVA</b>	<b>£0.1</b>	<b>£3.9</b>	<b>£3.9</b>
Glasgow City Region	Construction	PYEs	0	10	20
		GVA	£0.1	£0.7	£0.9
	Operational	FTEs	0	10	0
		GVA	£0.0	£4.1	£4.0
	<b>Total</b>	<b>GVA</b>	<b>£0.1</b>	<b>£4.7</b>	<b>£4.9</b>
Scotland	Construction	PYEs	0	10	20
		GVA	£0.1	£0.7	£0.9
	Operational	FTEs	0	0	0
		GVA	£0.0	£3.8	£3.7
	<b>Total</b>	<b>GVA</b>	<b>£0.1</b>	<b>£4.4</b>	<b>£4.7</b>

PYEs and FTEs rounded to nearest 10. GVA rounded to nearest £0.1m and discounted at 3.5% annually.

### Value for Money

The public sector cost benefit ratio which sets Present Value Net Additional GVA impacts against present value public sector costs are present below.

## Public Cost Benefit Ratios

		Total Present Value Costs	Present Value Net GVA	BCR
Option 2	East Renfrewshire	£0.5	£0.1	0.1
	Glasgow City Region	£0.5	£0.1	0.3
	Scotland	£0.5	£0.1	0.3
Option 3	East Renfrewshire	£2.3	£3.9	1.7
	Glasgow City Region	£2.3	£4.7	2.0
	Scotland	£2.3	£4.4	1.9
Option 4	East Renfrewshire	£3.3	£3.9	1.2
	Glasgow City Region	£3.3	£4.9	1.5
	Scotland	£3.3	£4.7	1.4

Values rounded to nearest £0.1m and discounted at 3.5% annually.

The summary benefits set against City Deal Key Economic Performance Indicators are presented.

Output Category	Output Reference	Benefit	Geographic Level	Value By 2035	Value Over 25 Years
Employment	EMP_01	Gross Construction PYE by 2035	Glasgow City Region	10	-
	EMP_02	Net Additional Construction PYE by 2035	Glasgow City Region	10	-
	EMP_03	Gross Operational FTEs by 2035	Glasgow City Region	10	-
	EMP_04	Net Additional Operational FTEs by 2035	Glasgow City Region	10	-
GVA	GVA_GCR_01	Net Additional GVA by 2035 (£m)	Glasgow City Region	£2.9m	-
	GVA_GCR_02	Net Additional GVA over 25 year period (£m)	Glasgow City Region	-	£4.7m
	GVA_SCOT_01	Net Additional GVA by 2035 (£m)	Scotland	£2.7m	-
	GVA_SCOT_02	Net Additional GVA over 25 year period (£m)	Scotland	-	£4.9m
Investment	OFL_01	Direct Project Private Sector Investment by 2035 (£m)	Glasgow City Region	£0.0	-

	OFL_02	Net Additional Private Sector Investment (Follow-on) by 2035 (£)	Glasgow City Region	£0.0	-
	OFL_03	Total Investment Combined (£m)	Glasgow City Region	£0.0	-
	OFL_04	Other Public Sector Investment Leveraged	Glasgow City Region	£0.0	-
BCR	BCR_01	Value of Net Additional Benefits over 25 Years (£m)	Glasgow City Region	-	4.7m
	BCR_02	Value of Public Sector Costs over 25 Years (£m)	Glasgow City Region	-	£2.3m
	BCR_03	Public Benefit Cost Ratio over 25 Years	Glasgow City Region	-	2.0

A summary of the final option appraisal is presented. Option 3 is the preferred option.

### Final Options Appraisal

	Option 1	Option 2	Option 3	Option 4
Contribution to Strategic Objectives	Red	Yellow	Green	Green
Assessment against CSF	Yellow	Yellow	Green	Yellow
Economic Appraisal (Net Additional GVA and BCR)	Red	Red	Green	Green
Wider Impacts and Benefits	Red	Yellow	Green	Yellow

### Commercial Case

#### Evidence of Demand

Outdoor playpark – the Barrhead South development will create 1,050 new housing units and the new Balgray railway station will be connected to the country park – there is significant demand for new and improved greenspace and play facilities both from residents and visitors to the park.

Commercial operators – the professional team and ERC have had initial positive discussions with the Big Feed, Glasgow – street food social operator. The organisation hosts weekly family foodie events across Scotland that bring together street food and live music, having appeared at festivals like TRNSMT, Riverside Festival, Playground, and Connect Festival.

#### Tendering for Required Services

ERC are tendering the project via the UK Leisure Framework which allows for the direct appointment of a specialist development partner for the scoping, design, refurbishment,

construction, and development of sport, leisure, and other cultural facilities. Compared to other procurement routes, the UKLF has proved to get projects to start on site quicker, avoiding potential inflationary costs and enabling revenue to be generated from new facilities sooner.

Alliance Leisure Services (ALS) were appointed as lead development partner via a Development Management Agreement following an OJEU (Official Journal of the European Union) compliant competitive tendering process and propose to operate through the proven 'gateway' process).

The tender will break down into appropriate work packages and ALS will coordinate contractors to deliver the required services for each work package:

OBC stage — RIBA stage 2- 3: Spatial coordination, RIBA Stage 4: Technical design.  
 FBC stage - RIBA stage 5: construction, RIBA stage 6: Handover and Close Out, and RIBA stage 7: in use.

ALS will be responsible for procuring contractors for these two work packages. ALS will enter the building contract along with a fixed sum delivery and assume project delivery risk, as identified, and agreed in the project Risk Register. The build contract proposed will be a JCT (Joint Contracts Tribunal) 2016 Design and Build Contract: approved under the UK Leisure Framework. The contract allows for contractor design, which affords considerable time and cost savings brought about by utilising design and build procurement.

**Key Procurement Milestones and Delivery Dates**

Key procurement milestones will be agreed as the project programme continues to evolve. Currently, pre-construction works are programmed to begin in July 2025 with construction to start onsite in August 2025.

**Procurement Milestones**

Action	Start	Completed by
RIBA stage 2: Concept design	September 2024	December 2024
RIBA stage 3: Spatial coordination	December 2024	May 2025
FBC Completion	April 2025	June 2025
RIBA stage 4: Technical design	April 2025	July 2025
RIBA stage 5: Construction	July 2025	January 2026
RIBA stage 6: Handover	January 2026	January 2026
RIBA stage 7: In use	January 2026	-

**Financial Case**

The total public sector capital costs to deliver the project are £2,350,510, broken down as follows:

City Deal: £2,021,439.

ERC City Deal Match: £329,071.

The gearing ratio achieved between City Deal and the Managing Authority is City Deal 86% and ERC 14%.

Given the straightforward nature of the project, the construction period is estimated to last 20 weeks - starting on site in July 2025 and completing by January 2026.

A total of £170,130 of City Deal funding will be required to progress the project to the FBC stage.

## Breakdown of Project Costs

<b>CAPITAL INVESTMENT SUMMARY - DAMS TO DARNLEY PROJECT</b>	
<b>CAPITAL INVESTMENT SUMMARY - FEASIBILITY SEPT 24</b>	<b>CAPITAL INVESTMENT COSTS</b>
TO BE READ IN CONJUNCTION WITH CONSTRUCTION COST PLAN v 1A	
<b>SITE</b>	
Site Preparaton Works	£ 47,760.00
Roads Paths and Pavings	£ 558,726.00
Planting	£ 50,250.00
Fencing, Railings & Walls	£ 19,950.00
Structure ( £4000 per m2)	£ 520,000.00
Pergola	£ 75,000.00
Bollards	£ 10,000.00
External Drainage	£ 39,800.00
External Services	£ 67,709.00
<b>CONSTRUCTION SUB-TOTAL</b>	<b>£ 1,389,195.00</b>
Contractor Prelims	£ 138,920.00
Contractor OH&P	£ 99,327.00
Design Fees	£ 124,130.00
<b>TOTAL ESTIMATED CONSTRUCTION</b>	<b>£ 1,751,572.00</b>
<b>FIXTURES and FITTINGS (FFE not in Contractor Proposals)</b>	
Play Equipment- Kompan (Provisional Sum)	£ 287,894.00
Outdoor Seating (Provisional Sum)	£ 20,000.00
<b>EQUIPMENT TOTAL</b>	<b>£ 307,894.00</b>
<b>PROJECT MANAGEMENT and DELIVERY FEES</b>	
Project Management Fees (inc. Contract Administrator and QS)	£ 48,000.00
Principal Designer Fee	£ 7,500.00
Alliance Delivery Fee	£ 58,000.00
<b>PROJECT DELIVERY FEES TOTAL</b>	<b>£ 113,500.00</b>
<b>CLIENT CONTINGENCY - Risk (Design &amp; Construction 10%)</b>	<b>£ 162,744.00</b>
<b>RISK TOTAL</b>	<b>£ 162,744.00</b>
<b>UK LEISURE FRAMEWORK (UKLF) - Access Fee</b>	<b>£ 14,800.00</b>
<b>TOTAL PROJECT COSTS</b>	<b>£ 2,350,510.00</b>
<b>ALL EXCLUDING VAT - Based on Standard ALS Contract Documentation</b>	

Source: ALS Feasibility Study, September 2024

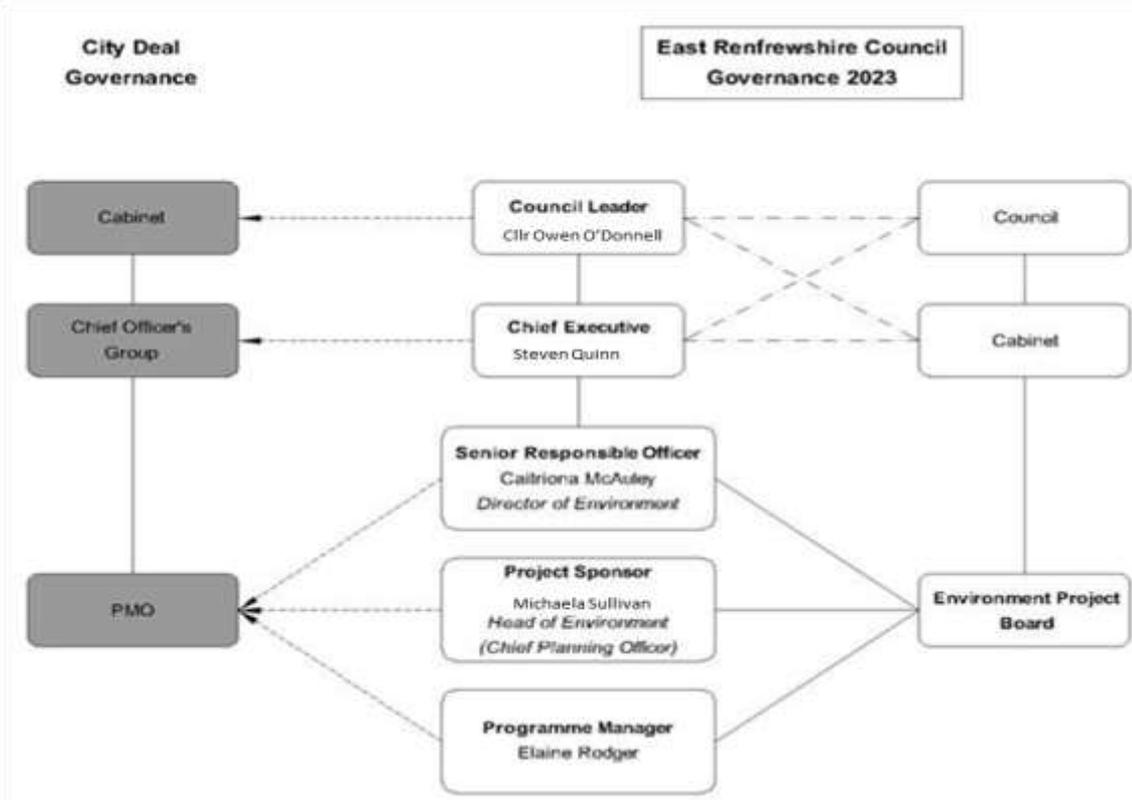
## Management Case

### Project Roles and Responsibilities

The project will be delivered by East Renfrewshire Council's Environment Department – the City Deal team with responsibility for delivering capital infrastructure projects sits within this department.

The Council's Legal and Procurement service will work with lead contractor ALS to ensure that all of the contractor/subcontractors and consultant/sub-consultants engaged on the planning, design and delivery of the project comply with statutory requirements.

## Internal Project Governance Organogram



Quarterly progress reporting on project development and delivery will be provided by the City Deal Programme Manager (Economy & Infrastructure) to the Programme Management Office via project status reports and MA programme reports. Benefit realisation updates will also be provided on a quarterly basis to adhere with the requirements of GCR City Deal, using the methodology set out in the Benefit Tracking Template provided within the Assurance Framework.

Individual Benefit realisation trackers are detailed within **Appendix C** and summarised below. The Project Manager shall have responsibility for monitoring and evaluation.

Output Reference	Output	Outputs by 2035	Output Commentary (progress, issues, actions)
ENV_01_FO	Blue Green Infrastructure [sqm]	21,765sqm	Total area of development
ENV_03_FO	Public realm created [sqm]	21,765sqm	Total area of development
FS_11_FO	Assembly and Leisure (Class 11)	188 sqm	Construction of Visitor Centre at D2D
FS_03_FO	Food and Drink (Class 3)	150 sqm	Space for food trucks
TR_16_FO	Parking spaces (New) [no.]	54	54 spaces overall
TR_18_FO	Parking spaces for Electric Vehicles' (Evs) Charging [no.]	3	3 electric charging points
TR_11_FO	Pedestrian Routes (Enhanced) [km]	0.35km	Features along the footpath surrounding the Reservoir
FS_13_FO	Visitor centres (New) (FS_13)	1	1 new visitor centre

A summary of the detailed project schedule is presented below.

## Project Schedule

Task Name	Duration	Start	Finish
RIBA Stage 1 Preparation and Brief	4 weeks	Mon 12/08/24	Fri 06/09/24
RIBA Stage 2 Concept Design	12 weeks	Mon 23/09/24	Fri 13/12/24
RIBA Stage 3 Spatial Coordination	10 weeks	Mon 16/12/24	Fri 07/03/25
RIBA Stage 4 Technical Design - Work Package Information	5 weeks	Mon 10/03/25	Fri 11/04/25
RIBA Stage 4 Technical Design - Production Information	8 weeks	Mon 14/04/25	Fri 06/06/25
RIBA Stage 3 Statutory Approvals	14 weeks	Mon 27/01/25	Fri 02/05/25
RIBA Stage 4 Building Control	22 weeks	Mon 14/04/25	Fri 08/08/25
RIBA Stage 4 Procurement	12 weeks	Thu 05/09/24	Thu 05/09/24
RIBA Stage 5 Construction	26 weeks	Mon 07/07/25	Fri 16/01/26
RIBA Stage 6 Handover	2 weeks	Mon 05/01/26	Fri 16/01/26
RIBA Stage 7 Use	1 week	Mon 19/01/26	Fri 23/01/26