



Glasgow City Region City Deal

Cabinet

Report by Director of Regional Economic Growth

Contact: Jane Thompson, jane.thompson@glasgow.gov.uk

Item 6

8th August 2023

PMO Evaluation:

East Renfrewshire Council – Outline Business Case – Barrhead South Rail Station

Purpose of Report:

To report to the Cabinet on the evaluation of East Renfrewshire Council's Outline Business Case for Barrhead South Rail Station.

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) approves this Outline Business Case; and
- d) approve £2m for further project development and enabling works to progress to FBC stage.

1. Purpose

- 1.1. To report to the Cabinet on the evaluation of Outline Business Case (OBC) for Barrhead South Rail Station.
- 1.2. The submission of this business case for appraisal is considered as confirmation that East Renfrewshire Council 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. East Renfrewshire Council's 23 March 2023 Cabinet approved the submission of the OBC to the Programme Management Office for appraisal.

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 Barrhead South Rail Station 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 Barrhead South Rail Station SBC previously approved by Cabinet on 23 June 2015 and the subsequent East Renfrewshire Council Programme Realignment paper approved by Cabinet on 9 April 2019.
- 3.3. The monitoring and evaluation of the Barrhead South Rail Station OBC will continue to inform the overarching Programme Business Case.
- 3.4. The Executive Summary for the Barrhead South Rail Station project is attached as Appendix 1.
- 3.5. A copy of the PMO's appraisal assessment of this business case is available from the Clerk.

4. Scope

- 4.1. The scope of the Barrhead South Rail Station OBC is consistent with the content of the Outline Business Case and subsequent Programme Realignment Paper previously approved by Cabinet. Based upon the initial design, the project will consist of:
 - Barrhead South Rail Station consisting of two platforms, Equality Act compliant, which will require step-free access, therefore a lift or ramp and overbridge will be required.
 - Station facilities to include shelters, benches, communication equipment (wi-fi, customer assistance help point) and timetable information.
 - Bus interchange and 3 bay taxi rank.

- Cycle lockers.
- Car parking spaces including EV charging to be determined at detailed design stage. Car park land is currently owned by ERC and will be transferred to Network Rail.
- Vehicular access to be provided via Balgraystone Road.
- Provision of safe pedestrian access to and from the Rail Station with measures designed in place to reduce conflict with vehicular users.
- A legible wayfinding system which links the station with the local environs.
- Access by bus via a turning circle and a layby acting as a terminus for existing local services (to be integrated with rail timetable).
- Bus services 3 and 51 calling at the Park & Ride.

4.2. There has been one Change Control submitted for Scope since the approval of the SBC:

- 170829_ERC_0013 – Split the Barrhead South Access project into two phases: Phase 1: Balgraystone Road and Phase 2: New Train station with it agreed that each would be subject to an individual business case.

5. Timescale

5.1. The key milestone dates of the OBC are as follows:

- Tender for Barrhead South Rail Station Construction - February 2024
- FBC submission - March 2024
- Construction Start - June 2024
- Construction End - December 2025.

5.2. There have been five Change Controls submitted for Timescale since the approval of the SBC.

- 170720_ERC_0009 FBC approval moved to August 2019 and CS from Q3 2017 (SBC date) to July 2020 (+32months).
- 170915_ERC_0017 CE moved from July 2020 to August 2021 (+13months)
- 201021_ERC_0027 FBC CEG Approval Date moved from October 2020 to March 2023 (+27months); Contract Award from October 2020 to May 2023; CS from December 2020 to October 2023; CE from August 2021 to January 2025 (+41months) and Formal opening from August 2021 to January 2025.
- 210810_ERC_0030 CS from October 2023 to December 2023, CE from January 2025 to December 2025 (+11months)
- 221223_ERC_0034 (Programme Realignment) Augmented OBC Cabinet approval date moved from February 2023 to May 2023 (+3months); FBC approval date in January 2024 (+4 months), CS January 2024 (+1 month). No change to CE (December 2025)

6. Finance

6.1. The total cost of this project is £18.3m. This will be funded from City Deal and ERC Member Authority contribution as set out below:

- City Deal Grant - £15.74M (or 86% of CD funding)
- City Deal East Renfrewshire Council MA Contribution - £2.56M (or 14% of CD funding)

6.2. The funding request for this OBC amounts to £2m and will be funded as follows:

- City Deal Grant - £1.72m (or 86% of CD funding)
- City Deal East Renfrewshire Council MA Contribution - £0.28m (or 14% of CD funding)

6.3. There have been approvals to date of £13,097,000 against the M77 Strategic Corridor, however, no previous approvals specifically against the New Railway Station.

6.4. The funding request for this OBC is within the overall project funding allocation that has been approved at Programme Realignment.

6.5. A full financial analysis has been carried out as part of the evaluation of the business case for the project funding. 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.

6.6. The following Change Controls have been submitted for Finance reasons since the approval of the SBC.

- 170915_ERC_0017 - Transport Scotland (TS) had not yet approved the STAG requiring ERC to provide further updates. The financial implications were that there was a lower spend in 2017/18 (reduction of £545k) but increased development spend in 2018/19 of £565k and increased spend in 19/20 of £1.4m, within the same overall budget.
- 210810_ERC_0030 - Redirect funding from the Level Valley Link Road and the Dams to Darnley Visitor Facilities projects to support increased expenditure on the Aurs Road upgrade and Barrhead South Rail Station projects.

7. Benefits Realisation

7.1. East Renfrewshire Council's OBC has identified and quantified the project outputs for this OBC and provided completed individual benefits trackers as required by the Assurance Framework.

7.2. **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 by 2035	£16.8 £1.7m NPV	one off annually
Net additional GVA at Scotland level over 25 years	£109.5 NPV	

7.3. **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	£39.9m
Total public sector costs over 25 years	£18.3m
BCR	2.2 to 1

7.4. The BCR of 2.2 to 1 is for the benefits and costs that are attributed to the City Deal Investment. Therefore for every £1 of public money invested, £2.2 of economic benefit is secured for the City Region, demonstrating value for money. The Programme Business Case 2019 calculated an overall BCR for the City Deal Programme of 6.4 to 1.

7.5. **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)	120
Net additional development / follow on jobs at GCR (Person Years of Employment) by 2035	360
Operational Employment – permanent jobs created.	
Net additional Full Time Equivalents by 2035	40

7.6. **Private Sector Investment:** Details of the development sites where anticipated private follow-on investment is projected to deliver £51m (Net additional private sector investment) by 2035 is described within the OBC, alongside the arrangements that are in place to facilitate follow-on private sector investment. Delivery of this follow on investment will be monitored by the PMO quarterly benefits reporting.

7.7. **Community Benefits:** The OBC advises that ERC have engaged Network Rail as the contractor to deliver the project. The OBC states that procurement and the reporting of community benefits will be in line with Glasgow City Region Sustainable Procurement Strategy and a list of community benefits obtained for the project has been provided and the Full Business Case will require to demonstrate this and clearly state and quantify the community benefits secured.

7.8. There have been no change controls submitted for Benefits Realisation since the approval of the SBC and Programme Realignment Paper.

8. Recommendations

8.1. 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
- d) approve £2m for further project development and enabling works to progress to FBC stage.

Appendix 1 – Executive Summary

1 Introduction

This Outline Business Case (OBC) is requesting capital funding of £15.74m (from City Deal) and £2.56m (from ERC) to support the development of the Barrhead South Rail Station Project in Barrhead.

The project involves the construction of a new rail station on the Glasgow Central to Neilston line and associated Park & Ride and bus and cycle route integration, within the Barrhead South Strategic Development Opportunity (SDO). This project is a core part of the combined Barrhead South regeneration, alongside other GCRCD funded projects to upgrade Aurs Road and Balgraystone Road.

1.1 Overview

M77 Strategic Corridor

The M77 Strategic Investment Corridor programme was approved by the City Deal Cabinet in 2015 and will deliver vital transport and business infrastructure and remediation activity within key investment zones that have been identified based on their potential to maximise economic opportunity and address socioeconomic and social deprivation.

The programme is designed to support the planned growth of Newton Mearns; to transform the Dams to Darnley Country Park into a regional visitor/leisure attraction; and to sustain the regeneration of the town of Barrhead - reversing the trend of socio-economic decline.

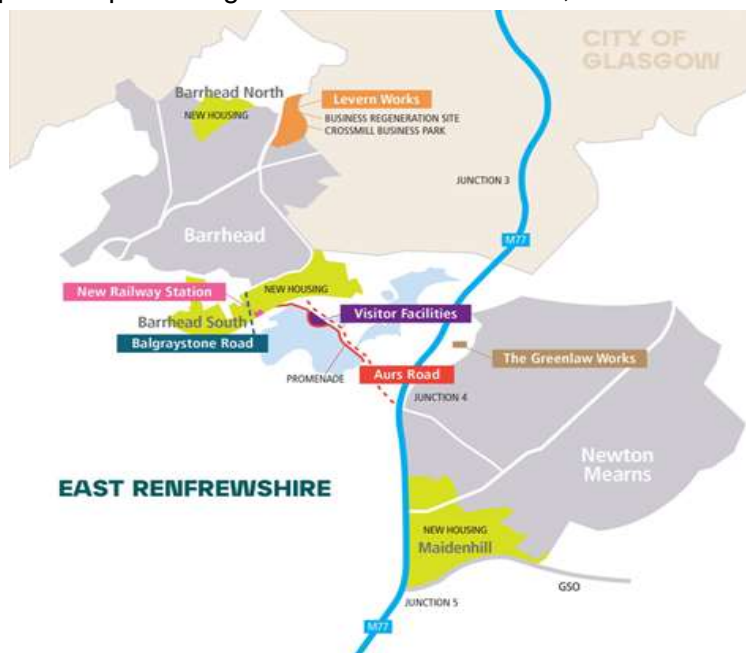
Barrhead South Project

The City Deal funding represents an opportunity to support the ongoing regeneration of Barrhead, and particularly to support, and stimulate housebuilding in South Barrhead – creating a new community of 1,050 houses and associated retail and amenity services that is well connected to the city-region (regarded within the LDP as the Barrhead South Strategic Development Opportunity).

The combined Barrhead South Project will deliver vital transport infrastructure within Barrhead South that has been identified based on the potential to stimulate private sector housing development, maximise economic opportunity and address socioeconomic and social deprivation.

The Barrhead South Project comprises three related inter-dependent elements. These are:

- Balgraystone Road upgrade which has been completed.
- Aurs Road upgrades for which and FBC will soon be submitted.



- Barrhead South Rail Station which is the subject of this OBC.

Barrhead contains the most deprived areas in East Renfrewshire according to Scottish Government SIMD data. 32% of Barrhead datazones are within the ten most deprived datazones in the council area. Barrhead performs particularly poorly relative to the local authority in terms of income, employment, housing and health deprivation.

The development of Barrhead South Rail Station is the final element of the Barrhead South project to enable and leverage new investment into the Barrhead South SDO.

Barrhead South Rail Station

The project involves the construction of a new rail station at Barrhead South and associated rail-based Park & Ride, bus and cycle integration, as set out in the 2015 Barrhead South Master Plan¹.

The proposal includes existing timetabled Glasgow Central to Neilston services which call at Patterton to the east and terminate west at Neilston, to call at the new station. This is a half hourly service, running more frequently during peak hours and calls at a variety of stations in East Renfrewshire and the South Side of Glasgow.

Network Rail has conducted an initially feasibility and high-level option selection study carried out by Network Rail Capital Delivery in consultation with other relevant Network Rail regional functions (Operations, Maintenance, Regional Asset Management and Security) and ScotRail as future operator of the station.

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

- Barrhead South Rail Station consisting of two platforms, Equality Act compliant, which will require step-free access, therefore a lift or ramp and overbridge will be required.
- Station facilities to include shelters, benches, communication equipment (wi-fi, customer assistance help point) and timetable information.
- Bus interchange and 3 bay taxi rank.
- Cycle lockers.
- Car parking spaces including EV charging to be determined at detailed design stage. Car park land is currently owned by ERC and will be transferred to Network Rail.
- Vehicular access to be provided via Balgraystone Road.
- Provision of safe pedestrian access to and from the Rail Station with measures designed in place to reduce conflict with vehicular users.
- A legible wayfinding system which links the station with the local environs.
- Access by bus via a turning circle and a layby acting as a terminus for existing local services (to be integrated with rail timetable).
- Bus services 3 and 51 calling at the Park & Ride.

¹ <https://www.eastrenfrewshire.gov.uk/media/137/Barrhead-South-master-plan-2015/pdf/barrhead-south-master-plan.pdf?m=637442381215970000>

1.2 Strategic Case

1.1.1 Policy Fit

The project demonstrates a strong fit across cross cutting policy drivers and priorities, summarised below.

Table 1: Policy Fit

UK Policy
The Growth Plan 2022
Scottish Policy
Equality, opportunity, community – New leadership – A fresh start
National Performance Framework
National Planning Framework 4
National Transport Strategy 2
Regional Policy
Glasgow City Region Economic Strategy
Clydeplan
East Renfrewshire Policy
Outcome Delivery Plan 2020-2023
East Renfrewshire Local Development Plan 2

1.1.2 The Opportunity and Rationale for Investment

This OBC provides the justification to take forward the Barrhead South Rail Station Project to act as enabling infrastructure for the Barrhead South SDO.

The Strategic Need for the new station is based upon:

- Creating improved public transport links within the development site to increase the viability of residential development.
- Creating improved public transport links within the development site to all greater access to employment, leisure and educational opportunities for existing and new local residents.
- Creating improved public transport links within the development site to encourage a modal shift in transport usage, away from car use, towards a greater use of public and active travel in order to reduce carbon emissions, improve air quality and health outcomes.
- Creating improved public transport links to Dams to Darnley Country Park, a community, leisure and recreation facility of regional importance.

Numerous market factors such as fractured ownership and negative development values has meant that Barrhead South has taken longer to come on stream than allocations such as Maidenhill, Newton Mearns. The site is part of a regeneration strategy to support the development of Barrhead and reduce inequality across East Renfrewshire.

It is anticipated that the overall Barrhead South intervention will help to enable and stimulate the acceleration of up to 1,050 units over a ten-year period (2020 – 2029), of which 700 will

be net additional because of the project. It is expected that in the absence of the intervention, current build out rates and site constraints (i.e. the Market Failure), that under the counterfactual scenario only 350 units will be built over a 13 year period (2020 – 2032). The intervention is therefore anticipated to have a positive impact on both the absolute number of new units being built and the timescale over which they are delivered.

Effectively, under existing arrangements infrastructure costs would be borne by the private sector. With development values being such that residential development viability is fundamentally undermined by the costs of access infrastructure, furthermore, recent increases in construction costs have made marginal areas even less attractive to developers, further strengthening the case for intervention. Under current circumstances, infrastructure investment will be delayed at best and indefinitely postponed at worse.

1.1.3 SMART Objectives

The SMART project objectives adopted for the project are:

Table 2– SMART Objectives

Objective	Specific	Measurable	Attainable	Relevant	Time-bound?
Enable the accelerated full development of residential units in Barrhead South	Objective seeks the provision of transport infrastructure to unlock growth in the Barrhead South area. Specifically, the development of Barrhead South Train Station.	Measurable by the development of up to 370 residential units as part of the Barrhead housing project.	Improvements proposed under the project involve transport infrastructure and have the support of ERC and Network Rail.	Infrastructure improvements are necessary to enable the development of the housing projects. As a wider benefit, the train station itself will provide improved sustainable transport links to Glasgow and beyond.	370 homes by 2029 in Barrhead South SDO as a result of the project.
Provide improved access to the Dams to Darnley Country Park for all users	Objective seeks to provide a new mode of transport to the Dams to Darnley Park for users across the city region.	Measurable by completion of Barrhead South Train Station	The development of Barrhead South Train Station will improve access to the Dams to Darnley Country Park for all across the city region using sustainable public transport.	Access to the country park is currently constrained. The development of the Train Station will provide access to a larger pool of potential users from across the city region.	Train Station Completion 2025
Improve access routes between Barrhead and Newton Mearns	Objective seeks to provide create a new mode of transport linking Barrhead and Newton Mearns	Measurable by number of users of the completed rail station travelling between Barrhead South and Patterton rail station (measured by NR/Scotrail)	The development of Barrhead South Train Station will provide a rail Link between Barrhead South and Newton Mearns which currently does not exist	Transport links between Barrhead and Newton Mearns are currently poor with no direct rail link.	Train Station Completion 2025
Improving access to employment opportunities for local people	Objective seeks to provide improved employment opportunities for local people through the provision of improved public transport	Measurable by number of users of the completed rail station (measured by NR/Scotrail)	Improvements proposed under the project involve transport infrastructure and have the support of ERC and Network Rail.	Public transport infrastructure improvement are necessary on the area due to the comparative lack of public transport in Barrhead South	Train Station Completion 2025

Increase economic activity	Objective seeks the growth in economic activity (net additional GVA) in the city region through the accelerated development of residential units in Barrhead South.	Measurable GVA and job opportunities generated by construction activity and ongoing household spend by new residents.	Improvements proposed under the project involve transport infrastructure and have the support of ERC and Network Rail.	Construction activity and Increased levels of housing will lead to an increase in the levels of household spend, driving increased economic activity.	Housing development completed by 2029.
----------------------------	---	---	--	---	--

1.1.4 Dependencies and Constraints

There are several dependencies and constraints to ensure successful delivery of the project.

Table 3: Dependencies and Constraints

Dependencies/ Constraints	Lead Responsibility
Internal Factors	
<p>Planning - Network Rail will be responsible for preparing and submitting the necessary planning applications associated with the new station infrastructure. Through this process Network Rail will seek to utilise their existing powers through both Part 11 Prior Approval and Permitted Development where this is both appropriate and agreed with the council planning department.</p> <p>Discussions are already underway with the ERC project team supporting discussions with the ERC Planning Department to ensure a smooth application process, minimising risk to the project costs and timescales.</p> <p>(Decision expected 2024)</p>	ERC City Deal team, Network Rail & ERC Planning
Environmental – scoping/screening, impact assessment	ERC City Deal team
Utilities - programming of service diversion requirements.	ERC Road & Transportation department
Funding – To date it has been identified that City Deal will provide funding for the project. As such, it is critical that ERC provide and submit a fully compliant business case. Furthermore, ERC are responsible for 14% of the funding.	ERC City Deal team
Staffing/Capability – ERC and Network Rail to ensure suitable staff capacities and capabilities are in place to deliver each element of the project	ERC City Deal team and Network Rail
Financing – tender costs must not exceed funding budget	ERC Finance
External Factors	
Stakeholder agreements and consents	ERC City Deal team
Funding – The project has been planned with funding anticipated to be provided by City Deal. Should this funding stream not be available, this could have significant impacts on the viability of the project.	ERC City Deal team
Related projects – Whilst the Balgraystone Road project has been completed, which includes the key enabling infrastructure for the station, the completion of the Aurs Road project is essential to ensure that the full housing impacts are realized.	ERC City Deal team
Constraints	
Finance for Developers – The ability for developers to finance their development given the current economic and political climate, could be a constraint on the development accelerating.	Developers
Demand for new housing – The demand for new homes in the area could constrain the speed of development.	Developers
<p>The following additional Factors may also influence or impact on project delivery:</p> <ul style="list-style-type: none"> • Coordination of local road network during disruptive construction phase. • Delays arising from utility connection approval and consent procedures. • Developers finance to begin construction of Barrhead South SDO. 	

- The appetite of public transport operators to run services at new park and ride infrastructure. Whilst this will have no effect upon project delivery, it could impact upon the success of the project.

1.3 Economic Case

1.1.5 Options

A STAG appraisal undertaken by Aecom identified a long and short list of potential transport focused interventions. In addition to the Business-as-usual case, the shortlisted options were then taken through a detailed appraisal and scoring process

Table 4: Shortlisted Options

	Measures	Grouping Rationale
Improved Pedestrian / Cycle Provision	<ul style="list-style-type: none"> • Strategic Cycle Corridors • Auchenback active travel routes • Aursbridge Drive continuous footway • Footway quality and street cleanliness review • Pedestrian crossing review • Street furniture and signage • Street lighting enhancements • Auchenback gateways/ environmental improvements • Auchenback alleys audit • Cycle parking review 	These measures all relate to infrastructure improvements to pedestrian and cycling provision.
Railway Station	<ul style="list-style-type: none"> • New Railway Station at Auchenback (Barrhead South) 	This option is the sole rail infrastructure option.
Bus Service Improvement Partnership (BSIP)	<ul style="list-style-type: none"> • Increased frequency of evening bus services • Extension of existing bus operating hours • Increased frequency of Sunday bus services • Real Time Passenger Information 	These measures relate to infrastructure and management measures designed to improve the attractiveness of the bus network and could be progressed under a Bus Service Improvement Partnership.

1.1.6 Benefits

Economic benefits which arise from the Barrhead South Rail Station Project have been calculated from five sources:

- One- off construction impacts arising from the construction of each option.
- One- off construction impacts arising from the construction of housing that have been leveraged from the investment.

- One-off impacts arising from the furnishing and decoration of new homes by new residents.
- Ongoing household spend impacts from new residents occupying the new housing.
- Ongoing impacts associated with staffing and maintenance of each option.

Over the 25-year appraisal period, the total present value net GVA impacts, including construction impacts, operational impacts and household spend impacts are.

Table 5: Cumulative 25-Year Impacts (Net GVA)

	BaU	Improved Pedestrian/ Cycling	Rail Station	BSIP
East Renfrewshire	£19.6m	£27.7m	£52.2m	£20.8m
Glasgow City Region	£38.6m	£60.4m	£109.5m	£40.7m
Scotland	£33.5m	£53.4m	£96.2m	£35.4m

Table 6: Public Cost Benefit Ratios

		Present Value Costs	Present Value Net GVA	BCR
Option 2: Improved Pedestrian/ Cycling	East Renfrewshire	£48.9m	£8.2m	0.2
	Glasgow City Region	£48.9m	£21.8m	0.4
	Scotland	£48.9m	£19.9m	0.4
Option 3: Rail Station	East Renfrewshire	£18.3m	£17.8m	1.0
	Glasgow City Region	£18.3m	£39.9m	2.2
	Scotland	£18.3m	£35.5m	1.9
Option 4: BSIP	East Renfrewshire	£1.1m	£1.2m	1.1
	Glasgow City Region	£1.1m	£2.1m	2.0
	Scotland	£1.1m	£1.9m	1.7

Note: For all options this presents the net additional GVA impacts (i.e. option minus the BaU) and have been pro rata'd on the basis of the overall cost of the combined Barrhead South project for e.g. Barrhead South Rail represents 53% of the total costs for the combined Barrhead South projects – benefits are assumed at 53%.

Barrhead South rail station is identified as the preferred option and taken forward for further appraisal.

1.4 Commercial Case

1.1.7 Procurement Strategy

All procurement will comply with ERC and Network Rails Procurement Strategy, Policy, and Procedure. The project will also follow the Scottish Government's Procurement Journey as best practice for public sector procurement. The PMO is co-ordinating a joint approach across the partner authorities to procurement and community benefit.

Procuring the Barrhead South Rail Station Project

ERC have engaged Network Rail as the contractor to deliver the project and procured the delivery services of Network Rail through a Development Services Agreement for Stage 1 - High level feasibility and option development.

This will be followed by an Implementation agreement for Stage 2 - Approval in Principle Outline Design and Planning Application and Stage 3 - Detailed Design and Build Contract. Network Rail will then take procurement responsibility for the design and build of the project and eventual ownership of the completed Rail Station which will be managed by Scotrail.

Network Rail have carried out a competitive tender activity, utilising their well-established framework contracts, to secure a price for Stage 2 Approval in Principle design, and a contractors budget price for Stage 3 Detailed Design and Build. On securing funding, and the relevant funding agreements being in place, Network Rail intend to place a contract with the successful supplier.

Table 7: Procurement Milestones

Action	Programme Date
Tender for Barrhead South Rail Station Construction	February 2024
Complete FBC and update commercial and financial case	March 2024
Commencement of works	June 2024
Completion of works	December 2025
Project Monitoring and Evaluation	Ongoing

1.5 Financial Case

The total public sector capital costs to deliver the project are £18.3m broken down as follows:

- City Deal: £15.74m; and
- ERC: £2.56m.

Table 8: Phasing of Project Costs

2023	2024	2025
£2m	£6.3	£10m

Table 9: Breakdown of Project Costs

	Cost
Feasibility Costs	£120,000
Construction	£10,600,000
Equipment	£1,100,000
Internal Council Management & Design Fees	£2,800,000
External Consultants Fees	£100,000
Other Third Party Costs	£150,000
Monitoring and Evaluation Costs	£30,000
Other Costs	£400,000
Contingency/ Optimism Bias	£3,000,000
Total	£18,300,000

There are no external other funding requirements for the project. Full budget funding has been secured by ERC through existing capital pots.

The new rail station will have ongoing maintenance costs estimated at £122,300 per annum by ScotRail based on experience of maintenance of other stations. It is expected these costs will be offset by revenue from increased ticket sales from new passengers.

1.1.8 Follow-on Investment

Achieving a successful outcome at Barrhead South (and the scale of identified benefits) is dependent on securing follow-on investment from developers and their selected housebuilding partners. ERC will monitor progress of the site in relation to the rate of housing completions. Having the land interests of the site being split across a number of national house builders ensures that the risk to delivery of benefits is mitigated as the development is not the responsibility of a single developer.

1.6 Management Case

The project will be managed by East Renfrewshire Council's Environment Department with Network Rail acting as the delivery body. ERC will enter into an Implementation agreement with Network Rail as a commercial mechanism for the cost of the station works.

The project responsibility for the Barrhead South Rail Station project will be assured through the Council's existing management structures. The Senior Responsible Officer has delegated authority from the Council to oversee development and implementation of the project. She is supported in this by an internal Project Board comprising senior corporate/departmental managers that was established in 2015 to provide pro-active direction to and scrutiny of the M77 Strategic Corridor initiative.

Table 10: Key Project Roles and Responsibilities

Role	Responsibilities	Named Team Member	Expertise and Skills
ERC Personnel			
Senior Responsible Officer (SRO)	Overall accountability and ultimate responsible for the delivery of the project; the SRO's role is to ensure the project is focused and meets its objectives	Caitriona McAuley, Director of Environment	Strategic Overview and Governance
Project Sponsor (PS)	Accountable to the SRO and those charged with governance, the PS is the key driving force behind the project	Gillian McCarney, Head of Environment (Chief Planning Officer)	Strategic & Operational Overview and Governance
Project Manager	Day to day running of the project on behalf of the PS. Manager responsible for leading and directing the PT and delivering the project	Michael Gardner Project Manager (Economy & Infrastructure)	Programme management, finance and reporting
Project Team (PT)	Executes tasks and produces deliverables as outlined in the Project Plan and directed by the PM	The Capital Projects Team	Project management, scheme development
Network Rail Personnel			
Project Sponsor	Stakeholder engagement within the railway industry, Development of project requirements, Production and management of contracts between the council and Network Rail. Assurance of project delivery against requirements / benefits	Joanna Noble	Strategic & Operational Overview and Governance
Project Manager	Day to day management of the project design and delivery Responsible for the delivery of the scheme and associated budget for the NR element of the works	Simon Humble	Programme management, finance and reporting
Additional Resources			
Legal and Procurement Support	Provide support to the City Deal Programme Team on legal and procurement matters, dedicated officers allocated to City Deal tasks.	Gerry Mahon Chief Officer Debbie Hill Chief Procurement Officer	Legal, contract and procurement

External Consultancy Input	External support to deliver specialist requirements / support project delivery.	AECOM	STAG Appraisal
External Consultancy Input	External support to deliver specialist requirements / support project delivery.	EKOS	OBC preparation
External Consultancy Input	External support to deliver specialist requirements / support project delivery.	Slade Construction Services Ltd	Rail and Civil Engineering Specialist

1.1.9 Community Benefits

These benefits will be tracked throughout the project implementation phases and will be the responsibility of the Project Manager (Michael Gardner, ERC) to track.

Table 11: Community Benefits

Community Benefits Tracker
New Entrant - City Deal Priority
New Entrant - No Relevant Experience
New Entrant - Graduate
New Entrant - Apprenticeship
Completed Apprenticeship
Work Experience Placement 16+
Work Experience Placement 14-16
Work Experience - Graduate
Careers Event
Site Visit
School Mentoring or Enterprise Programme
S/NVQ for Apprentices
S/NVQ for New Entrants
S/NVQ for Graduates
S/NVQ for existing employee
Vocational Certification
Supply Chain Briefing with SME's
Business Mentoring for an SME
Financial Support for Community Project
Non-Financial Support for Community Project

1.1.10 Project Monitoring

ERC is fully aware of the need to demonstrate Best Value and progress towards economic impacts to adhere to the GCR City Deal Assurance Framework. Quarterly progress reporting on project

development and delivery is 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 have been developed and the Project Manager has responsibility for monitoring and evaluation. During construction of the Projects, contractors responsible for each construction element shall be required to provide management with the appropriate information.