



**Glasgow City Region - City Deal**

**Cabinet**

**Report by Director of Programme Management Office**

**Contact: Robert Pollock Tel: 0141 287-6786**

**Item 5 (d)**

**13th June 2017**

**PMO Evaluation:**

**South Lanarkshire Council – Full Business Case**

**Newton CGA Park & Ride**

**Purpose of Report:**

To report on the PMO evaluation of South Lanarkshire Council's Full Business Case for Newton CGA Park & Ride. The Business Case was considered by the Chief Executives' Group on 24th May 2017 when it was agreed that it be submitted to Cabinet for approval.

**Recommendations:**

It is proposed that the Cabinet:

- (1) agree that South Lanarkshire Council be invited to proceed to delivery monitoring and evaluation of the project;
- (2) South Lanarkshire Council will take cognisance of the Programme Business Case and will contribute toward delivering the outcomes of the Programme which will be represented in future iterations of the Programme Business Case.
- (3) note the Executive Summary of the Business Case in Appendix 1 and the Project Risk Register in Appendix 2; and
- (4) approve the funding requirement of **£1.0m**.

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## **1 Purpose**

- 1.1 To inform the Cabinet on the results of the PMO evaluation of South Lanarkshire Council's Full Business Case for Newton CGA Park & Ride. The Business Case was considered by the Chief Executives' Group on 24th May 2017 when it was agreed that it be submitted to Cabinet for approval.

## **2 Review**

- 2.1 The Executive Summary for the project is attached at Appendix 1. This describes the strategic case; the preferred option, demonstrates its affordability; environmental sustainability; procurement strategy and management arrangements.
- 2.2 The submission of this business case is considered as confirmation that Glasgow City Council approves the inclusion of this business case as part of the City Deal programme as stated in the current Glasgow and Clyde Valley City Deal Assurance Framework (10th March 2015) in section 4.1.1.
- 2.3 The project has been reviewed against the business case criteria outlined within the Glasgow City Region City Deal Business Case Guidance and Template (KPMG Toolkit Draft 21st July 2016) as approved by the Chief Executives Group on the 3rd August 2016.
- 2.4 As part of the review the project risk management was considered to ensure compliance with the City Deal Risk Strategy and to demonstrate sufficient mitigation and management actions are being implemented. The project risk register is attached as Appendix 2.
- 2.5 The Newton CGA Park & Ride is a full business case and as such is now moving to construction phase and beginning to achieve benefit realisation goals which will be monitored by the Member Authority and the PMO and progress will be reported via the PMO Report.
- 2.6 The monitoring and evaluation of the Newton CGA Park & Ride will continue to inform the overarching Programme Business Case.

## **3 Financial**

- 3.1 This is a Full Business Case for Newton Community Growth Area. This FBC is seeking approval for funding of **£1.0m**.
- 3.2 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 principals outlined within the Assurance Framework.

## **4 Benefits Realisation**

- 4.1 Newton CGA Park & Ride has met the requirements at FBC for benefits realisation. Project Benefits have been identified and quantified individual benefits tracking information has been provided.

## **5 Recommendations**

- 5.1 It is proposed that the Cabinet:

- (1) agree that South Lanarkshire Council be invited to proceed to delivery monitoring and evaluation of the project;
- (2) South Lanarkshire Council will take cognisance of the Programme Business Case and will contribute toward delivering the outcomes of the Programme which will be represented in future iterations of the Programme Business Case.
- (3) note the Executive Summary of the Business Case in Appendix 1 and the Project Risk Register in Appendix 2; and
- (4) approve the funding requirement of **£1.0m**.

## **APPENDIX 1: Executive Summary**

### **1.1 Introduction**

This report represents the Full Business Case (FBC) for the **Newton Park and Ride** at Newton Community Growth Area (CGA), being progressed by South Lanarkshire Council. The business case is required as part of the Glasgow and Clyde Valley City Deal Assurance Framework. This FBC should be considered within the context of the approved Outline Business Case (OBC) for the whole of the Newton CGA project as approved by City Deal Cabinet in December 2015.

It contains the following information;

- 1.1. Introduction
- 1.2. The Strategic Case
- 1.3. The Economic Case
- 1.4. The Commercial Case
- 1.5. The Sustainability Case
- 1.6. The Financial Case
- 1.7. The Management Case
- 1.8. Recommendation

### **1.2 The Strategic Case**

The purpose of this FBC is to set out the need for Glasgow City Deal funding to assist in facilitating the delivery of the improved Park and Ride and connectivity with funding required to deliver the project 8 years earlier than planned and from this basis establish the scope of the project, outline the scale and nature of the benefits that would be derived and show that these are consistent with City Deal objectives.

This element of the FBC seeks approval to invest £1.204m from City Deal, supported by £0.196m SLC Funds in the Newton CGA project to support improvements to provide enhanced Park and Ride facilities close to Newton Rail Station at a cost of £1.4m This is in line with the smart objectives of the Newton CGA project;

- **To build the required roads infrastructure to improve access and mobility in the Newton Community growth Area by 2028**

This **Newton Park and Ride FBC** describes the options considered for the delivery for the project which are then supported by the economic, commercial and financial matters related to the project, including the links to the maximising the potential housing on the site. An overview of environmental impacts is set out followed by management and governance arrangements and finally highlighting the legal context.

From the above, it is considered that this establishes a robust case that supports the strategic need and fit of the project in terms of City Deal objectives. On this basis it provides the framework to secure City Deal commitment to deliver this element of the project, anticipated for an early site start to achieve completion by Nov 2017.

South Lanarkshire is located in the Central Belt of Scotland. It is the fifth largest local authority in Scotland, with 5.9% of the country's population. South Lanarkshire Council intends to progress the delivery of the Newton Community Growth Area; a scheme included in the City Deal funding shortlist under the heading South Lanarkshire Community Growth Areas. This is the first of four growth areas, that combined, will provide the anticipated GVA calculated by KPMG in the City Deal Business Plan. To progress towards delivery there is a requirement to complete a full business case for the scheme.

At its most basic, funding through the City Deal will address the 'viability gap' in terms of facilitating the delivery of the Newton Park and Ride as a single phase project early in the overall house building program. This funding would be directed towards infrastructure supports for the project which will deliver a wide range of benefits including value for money for the public sector some 8 years earlier than if left to private investment. The funding required to deliver the total project is costed in the OBC at £27.040 million. In the absence of City Deal funding the project will be delivered at some point in the future (best estimate is c.8 years and potentially on a different scale) which will impact on the timescale for delivery of the residential and wider infrastructure elements, thereby delaying and reducing the economic and social impacts for the City Deal region.

To guide the process, the Glasgow City Region City Deal Assurance Framework has been issued.

Following submission of the SBC for all four South Lanarkshire CGA's and OBC for the Newton CGA, it was agreed to submit subsequent project elements individually to reflect the different stages that each activity is at and their differing requirements. The Newton Primary School and Integrated Community Facility project FBC has already been submitted and approved. This Park and Ride project is the next sequential element and is therefore the second FBC to be presented for Newton CGA.

Post 2009 economic and market conditions have had a significant effect on the deliverability of the Newton CGA in terms of the viability to contribute to the level of costs to improve and / or upgrade social and physical infrastructure to accommodate the development. In spite of commercial issues, the Newton CGA still represents one of the four most appropriate areas to support long term growth and expansion in South Lanarkshire that are of a scale that will contribute to the delivery of homes at a city region level. The delivery of the Newton CGA will ensure the sustainable use of

existing services and resources as opposed to inappropriate, piecemeal and speculative developments

Due to a range of factors the level of demand forecast for the Park and Ride is increasing but there is insufficient funding available to deliver a scale of investment that will meet this demand.

The strategic risks involved in the Newton CGA Park and Ride FBC, and their links to the overall project are covered in appendix 3 the top 5 are listed below.

**The top five risks for the Newton Park and Ride**

- **GCVCD-CGA-N-15** - Ensuring completion of the project on time as per the plan - additional cost and/or programme delay
- **GCVCD-CGA-N-05** - Consents and utility infrastructure connections – cost and time delays
- **GCVCD-CGA-N-11**- Neighbour issues from noise/disruption – mitigating actions that increase cost
- **GCVCD-CGA-N-09** - Revisions to landscape scheme – additional design/cost
- **GCVCD-CGA-N-21** - Procurement, management and delivery of the construction contract – cost and time delays

**The top five risks for the Newton CGA project as presented in the OBC are:**

- **GCVCD-CGA-N-17**- Capacity of developers to Financially deliver housing developments
- **GCVCD-CGA-N-06**-Housing Market conditions and related prevailing economic and financial conditions
- **GCVCD-CGA-N-13**- Availability of resource and specialist skills to delivery infrastructure works
- **GCVCD-CGA-N-20**- Procurement of delivery contracts
- **GCVCD-CGA-N-03**- Consents and utility infrastructure connections being useable.

The project specific risks will be identified in conjunction with the proposed contractor and will be added to this schedule as appendix 16 prior to final approval. The mitigation plans are/ will be, shown as part of this in appendix 3 and 16.

### 1.3 The Economic Case

Delivery of **Newton Park and Ride** as an element of a composite single phase project requiring investment of £1.4m from a total of £10.613 million, combined City Deal/ SLC City Deal contribution set within the context of the wider Newton CGA investment need of up to £27.033 Million from City Deal, S75 and SLC for the overall development.

The economic and social benefits associated with the CGA projects have been appraised and is estimated by KPMG to be in the order of:

**£66 Million**

#### **1.4 The Commercial Case**

As there is no alternative funding source available, the contingency plan would be the counterfactual option, i.e. deliver the development when SLC funds become available to support this. Unfortunately the challenging nature of public sector finances and competition for funding across all areas of local government would suggest that no firm date for the delivery of a project of this type could be given. The level of demand, as outlined in the market context, shows that this will not meet best practice or government aspirations for the economic development of the area.

If no City Deal Intervention was available this element of the project would not happen, or at least not in the immediate future. The counterfactual option discusses this in more detail however the principle for this element is that there is no S75 funds for it, therefore SLC would have to find additional funding, either through capital or by applications for funding from SPT to support this and in the current economic climate this is unlikely.

Legal matters, including issues surrounding State Aid, land ownership and procurement, are reviewed at every stage of the project and feature within the Project Risk Register. At the present time there are no legal matters under consideration or deemed to be at a risk level requiring action.

#### **1.5 The Sustainability Case**

Chapter 6 considers the sustainability impacts associated with the Newton CGA development in more detail.

While the housing development site was green-field land, the environmental implications and overall rationale have been considered in a number of strategic, planning and economic strategies over the past decade. Strategic Environmental Assessments were undertaken for each of the CGA locations, and site-specific assessments have been considered through the planning application process.

In terms of the wider (non-physical) sustainability issues, there is a clear need for investment in the off-site roads/transportation/education/community infrastructure to support sustainable economic growth, and ensure that the development does not have an adverse impact on the existing established communities adjacent to the CGA.



**“This project will deliver 155 additional park and ride spaces, including 5 additional disabled park and ride spaces and improved access via improved walkways from bus to rail encouraging multi modal methods of travel to and from work. “**

This project enhances the current arrangements at Newton station, making the option for green travel for residents more attractive and offsetting the additional vehicles on local roads at peak times. The use of the site will be monitored and measured for occupancy rates on completion as part of our benefits analysis, as shown in appendix 4.

Both through delivery of SLC managed contracts (the off-site infrastructure) and working closely with the lead developers (for the on-site construction) we will seek to mitigate any negative impacts arising from construction, but will also adopt a positive pro-active approach to building resilience, greener place-making, active travel and biodiversity. We will monitor the impacts through the City Deal Assurance Framework, and consider potential to introduce smart city systems as opportunities arise. At present there are no conflicts between Stakeholders, the discussions and management of this are however ongoing and shown in more detail in chapter 2.7.

## **1.6 The Financial Case**

The total estimated cost of the total South Lanarkshire CGA project submitted at SBC stage was £62.3m (confirmed through KPMG/Gleeds appraisal) – this figure has been adopted by SLC as the overall scheme budget

While the total CGA budget is expected to remain in line with the original forecast (subject to detailed appraisal of individual project elements), it is likely that there will be some change in budget allocations across the four CGA sites as the detailed requirements for each are defined and S75 Agreements are completed.

The current budget estimate for City Deal funding at Newton CGA is £27.033m, which will leverage £9.453m SLC and £8.847m developer contributions for the off-site road/ schools and community provision, and up to a further c. £150m direct on-site developer cost in building out the Newton CGA development.

City Deal funding enables the development to progress at the most efficient viable market rate, the unsupported completion of the site is planned for 2037. By providing support through City Deal (as per the full project defined in the Newton CGA OBC) we will not only ensure that the development is given the optimum conditions to complete but will also deliver the same by 2029.

There will be no City Deal expenditure on assets not owned by SLC, and the revenue financial implications for the Council have been reviewed and will be

confirmed in the relevant FBC for each sub project within the Newton CGA. All revenue costs associated with the Newton Park and Ride development will be borne by SLC.

### **1.7 The Management Case**

SLC has formed a multi-disciplinary project team tasked with effective and efficient planning, design, implementation and delivery of the capital elements of the project falling under their remit whilst liaising with Taylor Wimpey (the main developer and lead contractor) on their aspects of the project.

The team is led by a suitably qualified and experienced project manager from SLC Physical Regeneration team who has extensive experience of delivering projects of this scale and type (see Appendix 14).

SLC Regeneration Services have wide ranging experience in delivering this scale and type of project and have the skills available to ensure it is managed on time and on cost. South Lanarkshire Council has extensive experience in delivering projects of this kind. Please see appendix 15 for more information.

This project will be delivered by SLC Roads, in line with our established practice for delivery of assets that we will own, manage and operate. The works will be tendered and offered on the basis of best value utilising an existing approved and EU compliant construction framework

### **1.8 Recommendation**

We formally request approval for the Newton Park and Ride element of the final business case to be approved to the sum of £1.0m to allow the project to proceed to construction.

APPENDIX 2: Project Risk Register

Glasgow City Region City Deal	
Project Title:	Newton Community Growth Area
Member Authority:	South Lanarkshire Council
Project Location:	Cambuslang
Project Sponsor:	Pauline Elliott
Project Manager:	Ken Meek
Date updated:	28th April 2017
Last reporting period:	

Risk Ref	Status	Risk Category	Risk Description		Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Owner	Controls Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Checked	Movement in period
			Challenge	Impact												
GCV CD-CGA-N-01	Open	Land Ownership	Infrastructure sites land issues not controlled by The Council. <b>External Risk</b>	Delays and/or increased costs and potential termination of project elements	4	1	4	High	SLC	SLC own the land required for the park and ride FBC . However land purchase will be required for Westburn roundabout preferred site and this is under negotiation with owner at present. An alternative site adjacent has been identified but ground conditions and community impact are an issue.	4	1	4	High	28/04 /2017	<input type="checkbox"/>

Risk Ref	Status	Risk Category	Risk Description		Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Owner	Controls Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Checked	Movement in period
			Challenge	Impact												
GCV CD-CGA-N-02	Open	Land Ownership	CGA sites are not controlled by the Council and owners may be resistant to agreeing to the proposed works. <b>External Risk.</b>	Delays and/or increased costs and potential termination of project elements	5	3	15	High	SLC	The Council does not require title to the CGA sites for the developments to take place. Sites in ownership or control of developers who are committed to works described in submission being delivered.new plots have been taken up by other housebuilders, Barrat and Persimmon homes. Land purchase well in advance of building program	2	1	2	Low	28/04 /2017	<input type="checkbox"/>
GCV CD-CGA-N-03	Open	Stautory Consents	Consents such as RCC, building warrant, SEPA and Scottish water are not forthcoming. <b>Internal Risk</b>	Delays and/or increased costs and potential termination of project elements	3	3	9	Medium	SLC	Planning permission for housing agreed by Council. Consultees did not indicate any issues regarding matters covered by other consents. Housing phase 1 complete and phase 2 mains power /water supplies are installed for site. Planning permisson granted for Park and Ride. Discussions ongoing regarding Wesburn Roundabout	3	1	3	Medium	28/04 /2017	<input type="checkbox"/>
GCV CD-CGA-N-04	Open	Utilities	Utility companies investment plans align with Newton Prog outcomes. <b>External Risk</b>	Detrimental effect on scheduling of programme	3	3	9	Medium	SLC	Early engagement with utiity co's informing them of the programme plans. Development now ahead of shedule with no hold up	2	1	2	Low	28/04 /2017	<input type="checkbox"/>

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			Challenge	Impact												
GCV CD-CGA-N-05	Open	Utilities	Existing utilities are unable to satisfy development servicing needs and timescales . <b>Internal Risk</b>	Detrimental effect on scheduling of programme	3	3	9	Medium	SLC	All sites have utility services at or adjacent to them. Capacity issues across network still remain an issue.	3	3	9	Medium	28/04 /2017	<input type="checkbox"/>
GCV CD-CGA-N-06	Open	Market Demand	Market demand for housing units to be provided on sites fails to match the scale of the numbers to be provided. <b>External Risk</b>	Delays and/or increased costs and potential termination of scheme	2	2	4	Medium	SLC	Strategic Development Plan & Local Development Plan have confirmed need for the new housing to be provided by CGAs. Housing build ahead of plan	2	1	2	Low	28/04 /2017	<input type="checkbox"/>
GCV CD-CGA-N-07	Open	Co-ordination	As the projects are complex in nature a lack of co-ordination in planning and implementing them may lead to increases in cost and time. <b>Internal Risk</b>	Delays and/or increased costs	3	4	12	High	SLC	Suitably qualified and experienced personnel will utilise established methods to ensure co-ordination of work is managed effectively. Project currently ahead of plan	3	3	9	Medium	28/04 /2017	<input type="checkbox"/>
GCV CD-CGA-N-08	Open	State Aid issues	Level of proposed spend on sites not owned by the Council breaches state aid rules. <b>Internal Risk</b>	Delays and/or increased costs and potential termination of scheme	2	1	2	Low	SLC	Suitable funding mechanisms exist to allow the level of spend proposed to be implemented without breaching state aid rules	2	1	2	Low	28/04 /2017	<input type="checkbox"/>
GCV CD-CGA-N-09	Open	Site Conditions	Unexpected site conditions including poor ground conditions, contamination etc could lead to delays and increased costs.	Delays and/or increased costs	4	3	12	High	SLC	Planning permission approved by Council. Consultees have carried out SI's and not advise of any significant issues regarding ground conditions. Potential issues re alternative land site for preferred	3	3	9	Medium	28/04 /2017	<input type="checkbox"/>

Risk Ref	Status	Risk Category	Risk Description		Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Owner	Controls Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Checked	Movement in period
			Challenge	Impact												
			<b>Internal Risk.</b>							Westburn Roundabout may cause concern						
GCV CD-CGA-N-10	Open	Legal Issues	Sites within the scheme suffer from titles defects or 3rd party burdens. <b>Internal Risk</b>	Detrimental effect on scheduling of programme	4	3	12	High	SLC	All sites have been subject to title checks in order to progress Section 75 agreements - no issues identified. No issues to date on proposed Wesburn Roundabout and Park and ride site	2	3	6	Medium	28/04/2017	<input type="checkbox"/>
GCV CD-CGA-N-11	Open	Legal Issues	Legal Challenge to processes . <b>Internal Risk</b>	Detrimental effect to scheduling of project	4	3	12	High	SLC	Suitable mechanisms to respond promptly to enquiries and robust management and monitoring to mitigate and potential challenges	4	3	12	High	28/04/2017	<input type="checkbox"/>
GCV CD-CGA-N-12	Open	Implementation	Unforeseen issues affect the implementation timescale or project viability. <b>Internal Risk</b>	Detrimental effect on scheduling of programme	4	4	16	High	SLC	Robust project and risk management system will be utilised and monitored, in co-operation with the developers, to mitigate any issues affecting project implementation including purchase of preferred Westburn Roundabout site.	4	3	12	High	28/04/2017	<input type="checkbox"/>
GCV CD-CGA-N-13	Open	Design Management	Lack of co-ordination of suitable experience amongst designers leads to increased costs or delays to schemes. <b>Internal Risk</b>	Delays and/or increased costs	4	3	12	High	SLC	Regular and systematic monitoring of progress on the development design and implementation, in co-operation with the developers, will mitigate any issues affecting project implementation	3	3	9	Medium	28/04/2017	<input type="checkbox"/>

Risk Ref	Status	Risk Category	Risk Description		Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Owner	Controls Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Checked	Movement in period
			Challenge	Impact												
GCV CD-CGA-N-14	Open	Cost management	Lack of effective cost management or volatility in sale prices affects project viability. <b>Internal Risk</b>	Delays and/or increased costs	4	3	12	High	SLC	Robust cost and design management system will be utilised and monitored to mitigate any issues affecting project implementation	3	3	9	Medium	28/04/2017	□
GCV CD-CGA-N-15	Open	Project Management	Project management capacity or failure to recruit suitable staff fails to adequately manage and deliver project. <b>Internal Risk</b>	Delays and/or increased costs	3	3	9	Medium	SLC	Robust mechanism for the appointment of staff with effective skills and suitable experience to be implemented along with a management and monitoring regime to ensure all risks are identified and mitigated.	3	3	9	Medium	28/04/2017	↓
GCV CD-CGA-N-16	Open	Health & Safety	Deliverability of the scheme is affected by unacceptable health and safety risks. <b>Internal Risk</b>	Delays and/or increased costs	4	2	8	High	SLC	Health and safety audit would be carried out on all projects to ensure that all health and safety issues are fully addressed.	3	1	3	Medium	28/04/2017	□
GCV CD-CGA-N-17	Open	Funding	Third party funding sources required to implement the proposals are not forthcoming. <b>Internal Risk</b>	Detrimental effect on scheduling of programme	2	1	2	Low	SLC	None of the selected sites are dependant on any other funding mechanism other than City Deal	2	1	2	Low	28/04/2017	↓
GCV CD-CGA-N-18	Open	Environmental	Environmental impact of proposed schemes creates issues affecting deliverability of scheme. <b>Internal Risk</b>	Detrimental effect on scheduling of programme	3	2	6	Medium	SLC	Environmental impact study has been carried out on the proposals to ensure no significant or material effect on environment.	2	1	2	Low	28/04/2017	□
GCV CD-CGA-N-19	Open	Legislative	Changes to legislation affect ability to deliver project. <b>Internal</b>	Detrimental effect on scheduling of programme	2	1	2	Low	SLC	Timescale for implementing legislative changes that would have a significant impact is remote and	2	1	2	Low	28/04/2017	↓



Risk Ref	Status	Risk Category	Risk Description		Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Owner	Controls Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Checked	Movement in period
			Challenge	Impact												
			risk.							process for consulting and reviewing proposed changes are such that amendments to scheme can be implemented in advance of any new legislation coming into force.						
GCV CD-CGA-N-20	Open	Procurement	Procurement of delivery contracts at the appropriate cost and within relevant programme constraints. <b>Internal risk</b>	Detrimental effect on scheduling and costs of programme	4	3	12	High	SLC	Robust procurement and project risk management systems will be utilised and monitored, in co-operation with the developers, suppliers to mitigate any issues affecting project implementation	4	2	8	High	28/04/2017	<input type="checkbox"/>
GCV CD-CGA-N-21	Open	Financial	Delay in approval of project business cases leading to pressure on programme delivery and milestone achievement. <b>External Risk</b>	Slippage in the overall programme due to approvals lagging behind spend	5	3	15	High	SLC	Business Case template, and assment process to be further developed. Programme PMO to work with all Councils on project management structures. New community benefit and risk register minitoring designed to support this.	3	3	9	Medi um	02/02/2015	<input type="checkbox"/>
GCV CD-CGA-N-22	Open	Physical/Ass ets	Skills and Labour availabilitiy. <b>External Risk</b>	Slippage and additional costs to contracts	3	3	9	Medi um	SLC	Engagement with contractors, agencies and SLC departents to provide support early in program to offset potential labour shortages.	2	2	4	Medi um	02/02/2015	<input type="checkbox"/>
GCV CD-CGA-	Open	Regulatory/L egal	Inappropriate governance procedures are in place. <b>Internal</b>	Failure at Gateway Reviews	3	1	3	Medi um	SLC	Ensure appropriate governance procedures are fit for purpose with a regular review of the	3	1	3	Medi um	02/02/2015	<input type="checkbox"/>



Risk Ref	Status	Risk Category	Risk Description		Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Owner	Controls Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Checked	Movement in period
			Challenge	Impact												
N-23			Risk							Assurance Framework (every six months) and four weekly status review of project. New monitoring designed to support this.						
GCV CD-CGA-N-24	Open	People & Societal	Failure to deliver benefits legacy as per agreed Strategy by City Deal PMO. <b>External Risk</b>	Failure at Gateway Reviews	5	2	10	High	SLC	Economic Strategy and outcomes to be monitored and managed, Strategy is currently under development by PMO and these will align with Final Business Case	4	2	8	High	02/02/2015	<input type="checkbox"/>
GCV CD-CGA-L-25	Open	Land Ownership	SLC as a land owner within the section 75 agreement will complete and sign on agreement for the funding from City Deal. <b>Internal Risk</b>	Time delays and/or increased costs and potential termination of scheme	1	2	2	Low	SLC	SLC has agreed the Section 75 and deemed the agreement to be acceptable.	1	2	2	Low		<input type="checkbox"/>
GCV CD-CGA-L-26	Open	Site Coordination issues	Multiple house builders on site creating potential issues coordinating local road construction and access works. <b>Internal Risk</b>	Detrimental effect on scheduling of programme, including time delays and project plan alterations causing financial impacts	4	4	16	High	SLC	Site design to reflect sequential construction, road planning to reflect a coordinated build. Space available at or adjacent to each site. Coordination issues across site may remain an issue. Currently 4 builders on site and no major issues at present. Temporary traffic management and timing for works alleviating traffic issues. Potential issues between homeowners	4	3	12	High		<input type="checkbox"/>

Risk Ref	Status	Risk Category	Risk Description		Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Owner	Controls Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Checked	Movement in period
			Challenge	Impact												
										and construction traffic being disussed						
GCV CD-CGA-L-27	Open	Financial	Potential reduction in section 75 payment if house numbers decline on site. <b>External Risk</b>	Slte stops short of potential impacting on GVA for project	3	2	6	Medium	SLC	Robust support from SLC to maximise potential site development. At present build numbers well ahead of projection in business case.	3	1	3	Medium		□
GCV CD-CGA-L-28	Open	Financial	Failure to achieve the required comminty and GVA benefits as needed to trigger Gateway Payments to cover all costs. <b>External Risk</b>	Failure of full reimbursenment at Gateway Reviews.	4	1	4	High	SLC	Engagement with PMO and partners to ensure the output numbers required are achieved on the timescale planned. Housebuilding numbers ahead of agreed plan for S75 payments.	4	1	4	High		↓
GCV CD-CGA-L-29	Open	Reputational	Failure to succesfully deliver city deal funding for project will lead to delays and potential loss of project. <b>Internal Risk</b>	Delay or cancellation of project	5	2	10	High	SLC	Engagement with City Deal PMO to ensure application is of the quality needed to ensure the funds are avaiabale on time and to the level required.	2	2	4	Medium		□