



Glasgow City Region City Deal

Cabinet

Report by Director of Programme Management Office

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Item 5 (b)

13th June 2017

PMO Evaluation:

Glasgow City Council – Full Business Case

Collegelands Calton Barras – Barras Public Realm Phase 1

Purpose of Report:

To report on the PMO evaluation of Glasgow City Council's Full Business Case for Collegelands Calton Barras project – Barras Public Realm Phase 1. 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 Glasgow City Council be invited to proceed to delivery monitoring and evaluation of the project;
- (2) Glasgow City Council will take cognisance of the Programme Business Case and will contribute toward delivering the outcomes of the Programme
- (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 £1.56m.

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1 Purpose

- 1.1 To inform the Cabinet of the results of the PMO evaluation of Glasgow City Council's Full Business Case for the Collegelands Calton Barras project – Barras Public Realm Phase 1. 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 (10 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 21 July 2016) as approved by the Chief Executives' Group on the 3 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 Collegelands Calton Barras project – Barras Public Realm Phase 1 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.
- 1.2 The monitoring and evaluation of the Collegelands Calton Barras project – Barras Public Realm Phase 1 will continue to inform the overarching Programme Business Case.

3 Financial

- 3.1 A full financial analysis has been carried out as part of the evaluation of the business case for the project funding. This is a Full Business Case for Collegelands Calton Barras project – Barras Public Realm Phase 1 and seeking approval of £1.56m
- 3.2 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 Collegelands Calton Barras project – Barras Public Realm Phase 1 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 Glasgow City Council be invited to proceed to delivery monitoring and evaluation of the project;
- (2) Glasgow City Council will take cognisance of the Programme Business Case and will contribute toward delivering the outcomes of the Programme
- (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 £1.56m.

APPENDIX 1: Executive Summary

1.1 Purpose

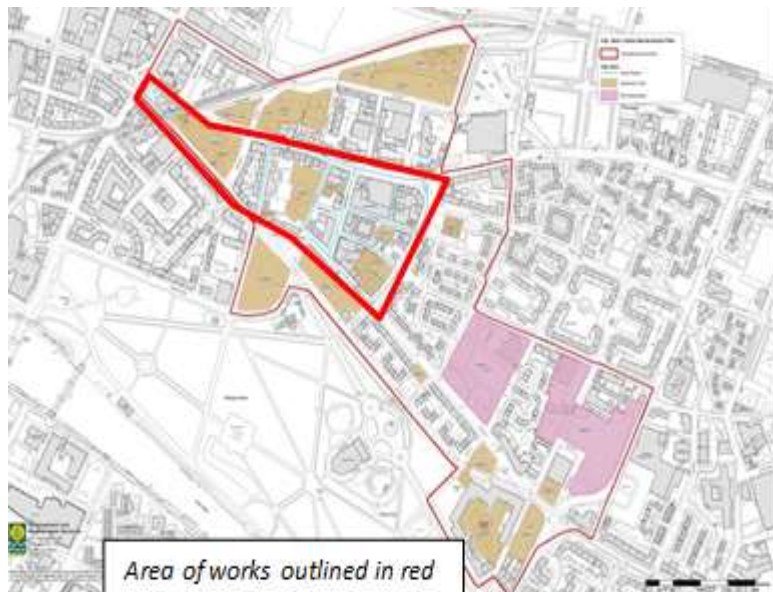
The purpose of this Full Business Case (FBC) is to seek approval to invest £1.56m in the 'Barras Public Realm Phase 1' (project component) which is part of the overall 'Collegelands Calton Barras' (CCB) project.

This FBC relates to public realm works within the Barras Market area and at Glasgow Cross, which is a key element of the Calton Barras Action Plan within the Collegelands Calton Barras City Deal project.

The CCB project will deliver sustainable economic growth in Glasgow and Clyde Valley. This will enable the regeneration of sites which are not suitable for development in their current state, including attracting investment that supports high value added industries.

1.1.1 Background

The Barras Public Realm phase 1 works are part of the wider strategy in developing the area as a location for high value cultural and creative industries supplementing the area's traditional role. This has seen some nascent successes recently, in part linked to Council funded works under the auspices of the £5.2m Calton Barras Action Plan (of which £4m has been spent in the area to date), with a number of new businesses moving in



to vacant and underused space in the area capitalising on both its location close to University of Strathclyde, Glasgow College, the Merchant City, the Tontine and City Centre as well as the flexible and low cost nature of space in the area.

- ▶ The revitalisation of this area is both critical in overcoming barriers to wider development of the whole Collegelands Calton Barras area as a key Gateway to the East End and as a location for economic growth in the city region – to not address the issues in the Barras area would blight surrounding development potential. Public Realm works to the Barras are a critical element to this in creating an environment that businesses would wish to invest.
- ▶ The scope of works has been developed closely with key stakeholders (local business, community groups, local residents and other interested third parties) and is targeted specifically at unlocking key sites for investment, improving the area's appearance and functionality (including addressing such issues as improved CCTV coverage and lighting).

- ▶ The works outlined in this FBC are the first of two phases and limited to the core market area and entrance from the City Centre at Glasgow Cross – an East gateway. A second phase of public realm works (to the streets leading to the Barras) will be carried out through the remainder of the Council funded Action Plan. This second phase requires Traffic Regulation Orders due to changes in parking and junction layout and thus will follow on from this phase in 2018.
- ▶ The works included within this first phase include site clearance, drainage, carriageway works, kerbing, improvements to lighting and installation of CCTV.

The overall CCB project will deliver sustainable economic growth in Glasgow and the City Region. This will enable the regeneration of sites which are not suitable for development in their current state, including attracting investment that supports high value added industries.

1.1.2 Timescales

The City Deal programme was approved in June 2015 with the Strategic Business Case for Collegelands Calton Barras (GCC/CD05) being approved in July 2015.

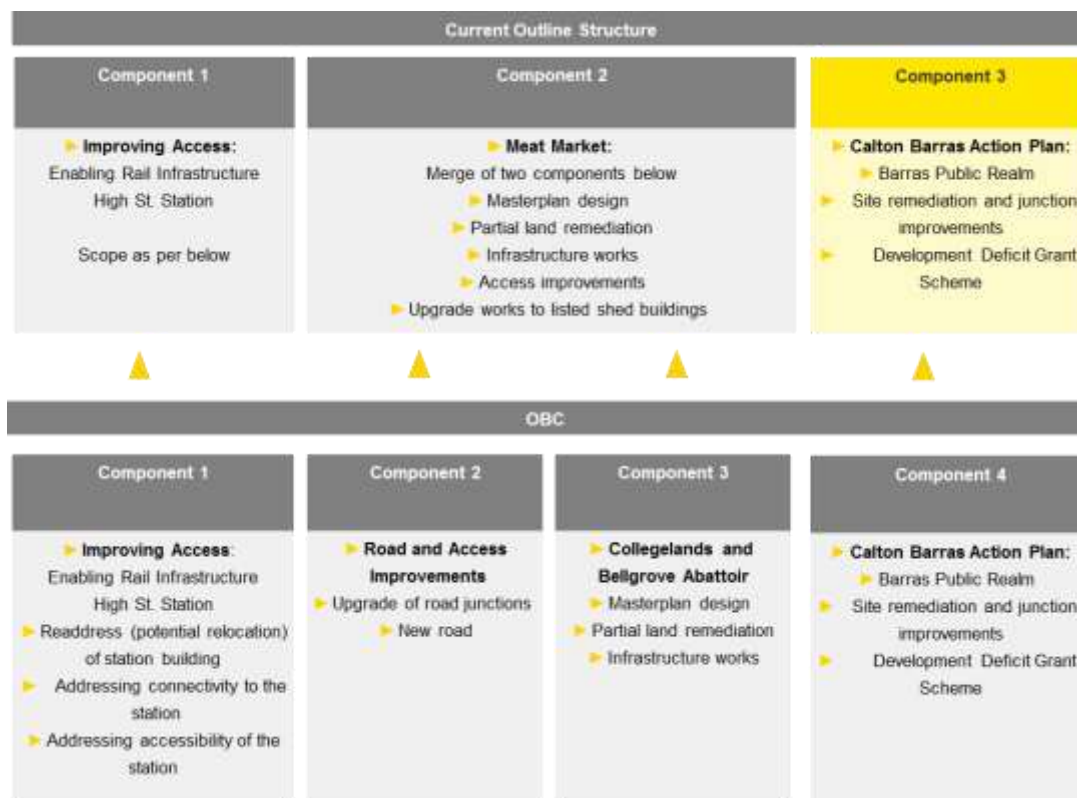
The Outline Business Case (OBC) was submitted to the City Deal (CD) Cabinet for approval on April 2016. This FBC, which is due for submission to the CD Cabinet on 6 June 2017, outlines the procurement route adopted and seeks approval of funding.

1.2 The Strategic Case

The Strategic Case for change has been set out in the OBC for Collegelands Calton Barras. As there has been no material change to the Strategic Case since OBC, this section highlights the scope of Barras Public Realm Phase 1 of the Calton Barras Action Plan.

1.2.1 Programme Delivery

The table below includes a summary the Collegelands Calton Barras programme from OBC to FBC:



This FBC is in relation to Component 3 Calton Barras Action Plan: Barras Public Realm – Phase 1.

1.2.2 Project Summary: Barras Public Realm Phase 1

Strategic case	Comment
Project Summary	<p>The development of the Barras as a creative industries and recycling hub, building on the area's location, low rental costs, flexible spaces and existing cultural activities is a key aspect of the Calton Barras Action Plan.</p> <p>The scope of work for the public realm works covered by this FBC includes: Site Clearance, Drainage, Chambers, Carriageway works, Kerbing, Footway works, Traffic Signal Works, Barras Arches, Smart LED Lighting and CCTV.</p> <p>Contract award is programmed for June 2017, following approval of this FBC, with site completion estimated for March 2018.</p>
Dependencies	<ul style="list-style-type: none"> Development of public realm design guidance and public realm interventions which are site specific Continued stakeholder engagement to secure support of community groups, elected members, businesses, stall holders and residents
Constraints	<ul style="list-style-type: none"> Site works must be planned (by contractor) to minimise disruption to local businesses and residents Potential traffic management issues with consideration to

Strategic case	Comment
	<p>weekend trading, access and parking</p> <ul style="list-style-type: none"> ▶ Safe pedestrian access routes to be maintained throughout the works. ▶ Minimise air pollution during the repainting of the arches. Encapsulation and extraction measures to be put in place to protect the public.
'Stakeholders	<ul style="list-style-type: none"> ▶ Local Stakeholders: Businesses , and charity groups, community council groups and residents
Risks	<ul style="list-style-type: none"> ▶ Discovery of Archaeological items of interest. Delay to the works while Archaeological surveys/excavations completed. ▶ Extended delivery period for surface materials. Delay to the works if the supply of the required surface materials is extended via the supply chain and exceeds allocated lead in time. ▶ Discovery of unrecorded utilities. Delay to the works until utility is diverted or design amended. ▶ Extended period for utility diversions by providers. Delay to the works if the utility providers are not mobilised to meet the programme. ▶ Agreement of traffic/pedestrian management plan. Delay/disruption to the works if an agreed traffic/pedestrian management plan is not in place prior to the works commencing.

1.3 The Economic Case

The direct and indirect benefits from Colleglands Calton Barras projects include:

- ▶ 24.3 HA of derelict land remediated and brought back into use
- ▶ 210,400 square metres (sqm) of commercial space
- ▶ 6,900 sqm of public realm created
- ▶ 1,040 liner metres of public road created
- ▶ 1,040 linear metres of pedestrian and segregated cycle routes created
- ▶ 1,214 new homes created
- ▶ 26 short term construction jobs.

The wider economic output including the agglomeration impact for the Glasgow City Region City Deal investment will be measured at the programme level. The benefits set out above will directly contribute to the economic output delivered by the programme business case.

1.4 The Commercial Case

A detailed procurement programme has been developed to deliver the Collegelands Calton Barras projects. The procurement programme will be delivered through a series of separate contracts for the different project components and sub projects.

The Commercial Case has been compiled within the section 5 of the OBC. The remainder of this section sets out an overview of the commercial details of the Public Realm Works (Phase 1).

- ▶ The pre tender estimate for the Public Realm works in the Collegelands area of the Calton Barras was £1.89 million
- ▶ The period of the contract is 40 weeks commencing on June 2017 and ending in March 2018.
- ▶ The Invitation to Mini Competition for Collegelands Calton Barras – Public Realm Works (ref GCC004261CPU) was published under the Construction and Trades Framework (ref GCC003377CPU) first advertised via the OJEU and Public Contracts Scotland.
- ▶ The mini-competition was issued on the 13 March 2017 and four bids were received on 18 April 2017.
- ▶ The evaluation criteria is outlined in the table below.

Price	Quality	Quality Sub Criteria
40%	60%	Quality – Project Specific 55%
		Fair Work Practices 5%

- ▶ The tender evaluation was completed on 28 April 2017.
- ▶ As a result of the procurement evaluation, Covanburn Contracts Limited has been recommended for contract award. The contract award value is £1.238 million.
- ▶ The contractual approach is NEC3 Engineering and Construction Contract April 2013, Main Option B.
- ▶ Covanburn Contracts Limited will provide community benefits under the contract. Community benefit obligations have been introduced into the Contract as a mandatory requirement during the mini-competition. The community benefit requirements are consistent with the City Deal Community Benefits strategy.

1.5 The Sustainability Case

The Sustainability Case for the project has been established at section 2 of the OBC.

1.6 The Financial Case

To enable the project to proceed £1.56m of City Deal funding is requested. The project's funding breakdown is shown below:

	Funding Total £000
Glasgow City Council City Deal contribution – Approved by Executive Committee (June 2017) (14%)	218
City Deal Funding (86%)	1,342
Total City Deal Funding Required	1,560
ENV2 (Approved 7 March 2017)	50
Total Funding	1,610

1.7 The Management Case

The Governance Structure for Barras Public Realm Phase 1 has been included within Appendix E. The table below includes a summary of the monitoring procedures in place.

Monitoring	Reports	Frequency
GCC City Deal PMO Meeting	Monthly Status Report which includes: Progress Finances Risk Change control notices Forecast activity Escalation of delivery issues	Monthly
Project Coordination Group Meeting	Monthly Dashboard Report which includes: Progress Finances Risk Change control notices Forecast activity Escalation of delivery issues	4 weekly
Project Monitoring Meeting	Report on progress of the project deliverables and programme Co-ordinate work stream tasks and deliverables Conduct performance review (on a 3 monthly basis)	Fortnightly / As required

APPENDIX 2: Project Risk Register

CITY DEAL PROJECT RISK REGISTER																
Project Title:		G14 Collegelands Calton Barras														
Member Authority :		Glasgow City Council														
Project Location :		Glasgow East, Calton														
Project Sponsor :		Richard Brown														
Project Manager :		Lisa Scott														
Date Updated :		11.04.2017			Last Reporting Period :											
Risk Ref No	Status	Risk Category	Risk Description: Challenge	Risk Description: Impact	Inherent Impact	Inherent Probability	Inherent Risk	Inherent Rank	Owner	Control Actions	Residual Impact	Residual Probability	Residual Risk	Rank	Date Checked	Movement In Period
Strategy																
CCB .S.001	Open (New Ref No.)	Strategy	City Deal Infrastructure investment fails to stimulate developer activity	Remediated sites are not developed due to low demand for housing, commercial or industrial space.	5	4	20	High	PMO	Maintain dialogue with GCC stakeholders and external third parties (land owners and potential developers) to stimulate regeneration activity. Continue to promote the city for inward investment via Invest Glasgow	5	3	15	High	11/04/2017	Static
CCB .S.002	Open (New Ref No.)	Strategy	Failure to acquire land (via negotiation or via Compulsory Purchase Order); required to deliver the project strategy (masterplan design)	This may require a change to project scope and deliverables. Additional impact to programme and finance, as well as reputational damage to GCC	4	4	16	High	LS/ JF	Identify resources required to undertake negotiations + legal process. Ensure plans include activity and time for legal processes. Enter into early negotiations with land owners and other stakeholders on a site by site basis. (note: affects a small % of total sites)	4	3	12	High	11/04/2017	Static
CCB .S.003	Open	Strategy	Cross Council support is not secured for the regeneration works due to legacy requirements on Council	Legacy success of the proposed works may fail if suitable revenue budgets are not agreed ahead of project implementation	5	4	20	High	LS/ EC/ PMO	Early engagement with internal stakeholders (at the appropriate level) to understand the service delivery priorities; prior to and during the development of developed design stages.	4	4	16	High	11/04/2017	New

CCB .S.004	Open (New Ref No.)	Strategy	Detailed scoping may identify conflicts between project components which were not clear at outline design	These 'conflicts' may negatively impact deliverables and benefits at component and project level.	4	2	8	High	LS	Conduct detailed design early in Project lifecycle. Agree and adhere to Programme Governance for approval. Ensure there is appropriate level of contingency in line with analysis stage of project.	3	2	6	Medium	11/04/2017	Static
CCB .S.005	Open	Strategy	Project legacy not successful due to planned phasing strategy or quality of project works	Lack of interest from developers and negative impact to wider area plans. Reputation damage to Council	5	3	15	High	LS/ EC/ PMO	Identify robust + flexible masterplan and phasing strategy (for longer term). Design proposals and specifications that form contract documents to be clear of project objectives and quality to be achieved in works.	4	3	12	High	11/04/2017	New
CCB .S.006	Open (New Ref No.)	Strategy	Programme phasing conflicts with number of other projects in the city. (City Deal and other)	Costs for delivery increase (due to simultaneous high demand on the market); economic benefits not realised as market is 'flooded'	4	4	16	High	PMO	Phasing of all Programme deliverables will be managed at GCC level	4	3	12	High	08/02/2016	Static
CCB .S.007	Open	Strategy	Uncertainty in market due to political conditions (Brexit and potential indyref2)	Lack of interest from developers and negative impact to wider area plans. Reputation damage to Council	5	4	20	High	PMO/ Project Sponsor	Continue to promote the project sites and consider alternative strategies for attracting interest	5	3	15	High	11/04/2017	New
CCB .S.008	Open (New Ref No.)	Strategy	Market cannot accommodate the supply of new commercial and residential floor space; potentially dictating a change to the future development targets	Failure to achieve project outcomes	5	5	25	High	PMO	Ongoing market review and engagement with potential investors to maximise opportunities. Market testing to be undertaken pre-procurement (for works).	5	4	20	High	11/04/2017	New
CCB .S.009	Open (New Ref No.)	Strategy	Change in third party investment priorities e.g. Dawn Group	City Deal infrastructure investment does not act as catalyst for additional investment.	5	3	15	High	LS/ EC	Ongoing market review and engagement with the third to ensure alignment of investment priorities.	4	3	12	High	11/04/2017	Static

CCB .S.010	Open (New Ref No.)	Strategy	Failure to secure local stakeholder support for proposed interventions.	Result in negative reputation for Council. City Deal projects more likely to face legal/political challenge	3	3	9	Medium	LS/ EC	Early engagement with all local stakeholder groups. Appropriate public consultation	2	3	6	Medium	11/04/2017	Static
CCB .S.011	Open	Strategy	Potential competition from other sites in the city, promoted for similar development targets	Lack of interest from developers and negative impact to wider area plans. Reputation damage to Council	4	4	16	High	PMO/ Project Sponsor	Maintain project programme in order to have the site available to the market on schedule. Ongoing market review and engagement throughout project	4	3	12	High	11/04/2017	New
CCB .S.012	Open	Strategy	Community benefits targets are not delivered by contractors; unrealistic outcomes initially sought and /or lack of monitoring	Project objectives not achieved and reputation impact to GCC.	2	3	6	Medium	GA/ LS	Ensure CB clauses are clear and achievable within the procurement documents Clear evaluation and monitoring framework Guidance and training for key personnel involved in procurement and monitoring	1	3	3	Medium	11/04/2017	New
Finance																
CCB .F.001	Open	Financial	City Deal 'Full Business Cases' are not approved/ funding isn't granted.	An inability to deliver the project due to lack of funding. Reputation damage as not able to award works contract.	5	4	20	High	LS/CD	Monitor project progress; to ensure it remains in line with strategic and financial cases of previous business cases. In communication with Glasgow City Region PMO, team to ensure business cases meet required timelines and expectations.	5	3	15	High	11/04/2017	New
CCB .F.002	Open	Financial	Insufficient budget allowance for any required land acquisition or Compulsory Purchase Order	An increase in project costs requiring scoping of additional funding source or failure to acquire land resulting in change to project scope (see related risk listed under 'Strategic matters')	4	3	12	High	CD	Identify resources required to undertake negotiations + legal process. Enter into early negotiations with land owners and other stakeholders on a site by site basis. (note: affects a small % of total sites)	3	2	6	Medium	11/04/2017	New

CCB .F.003	Open	Financial	Unplanned remediation, PU or other works required to deliver project/s	Increase to project costs to deliver project. Resulting in strategic evaluation to the project deliverables or seek other funding source for additional sums.	4	3	12	High	GA	Execution of strong project management and site investigations by project design team to ensure that risks of site unknowns are minimised. Additional costs would be met through the project contingency budget.	3	3	9	Medium	11/04/2017	New
CCB .F.004	Open	Financial	Estimated financial spend profile affected by programme delays (design or works)	Additional projects costs incurred by programme delays; impact to City Deal spend profile overall	5	3	15	High	LS/CD	Project team to monitor the programme in line financial model and with individual business cases. CD to allow an element of slippage in forecast.	4	3	12	High	11/04/2017	New
CCB .F.005	Open	Financial	Staff resource; costs to resource the project exceed budget allowance	Increase to project costs to deliver project. Resulting in strategic evaluation to the project deliverables or seek other funding source for additional sums.	3	3	9	Medium	CD	Financial analysis and resourcing plan has been undertaken, based on the detailed programme, and will be monitored as projects advance. Should the programme alter, each team to review own internal staff resource requirements and the financial implications.	2	2	4	Medium	11/04/2017	New
CCB .F.006	Open	Financial	Changes in political priorities redirect the criteria/ approval process and gateway assessments.	Increase to project costs, due to potential delays to programme. If funding criteria not met the project would no longer be able to be delivered; reputational damage to GCC and potential costs if agreements in place with third parties	4	3	12	High	PMO	Closely monitor project progress is in line with initial strategic case and benefits realisations; to ensure funding gateways are achieved. Seek alternative funding source should funding priorities change	3	2	6	Medium	11/04/2017	New
CCB .F.007	Open (New Ref No.)	Financial	Potential that some project interventions are identified as 'State Aid'	Impact on scope, timescales and finance and as well as delay to programme	2	2	4	Medium	EC/PMO	Seek State Aid Screening Assessment at early stage from Legal/State Aid Unit	2	1	2	Low	11/04/2017	Static

CCB .F.008	Open	Financial	Insufficient market resources to tender and/ or carry out project work contract/s (contractors and/or material supplies)	Delay to procurement stage and/or works programme; leading to potential in project costs (resource and works contract)	4	4	16	High	LS/ EC/ PMO	Via Glasgow PMO, develop close working relationship with other City Deal project teams; to ensure a managed flow of works programmes that does not exhaust capacity of contractors/suppliers. Project teams to consider specifications in line with ease of market supplies/ order timescales	3	3	9	Medium	11/04/2017	Static
CCB .F.009	Open (New Ref No.)	Financial	GCC Revenue budgets are not increased to cover costs of new (or enhanced) public realm or infrastructure (e.g. roads and SUDs)	Project outputs require unsustainable levels of maintenance budgets. Lack of maintenance budget leading to failure in project legacy and potential impact on future development (market interest)	4	4	16	High	LS/ EC/ PMO	Ongoing maintenance requirements/costs to be understood at an early design stage and early engagement with stakeholders (to agree proposed works and/or specifications)	4	3	12	High	11/04/2017	Up
CCB .F.010	Open (New Ref No.)	Financial	Construction inflation costs exceed project estimates	Funding shortfall requiring a scope adjustment that results in reduced deliverables at project and component level.	4	3	12	High	LS/ CD	Regular review and monitoring of costs and potential cost saving of income generating options identified at early stage.	3	2	6	Medium	11/04/2017	Static
CCB .F.011	Open (New Ref No.)	Financial	Failure to gain approval of the Full Business Cases, in line with programme; either due to issues with business case, failure to meet target cabinet date or inclusion on cabinet agenda not possible (due to number of cases going forward)	Delay in contract awards will present increased cost; inflation costs for contracts and additional project resource costs	5	4	20	High	LS/ PMO	Submit a robust Business Case based on the required criteria. Ensure that all aspects are developed as required to maximise likelihood of acceptance. Maintain close communication with Glasgow PMO to ensure targeted dates for business cases can be achieved.	4	4	16	High	11/04/2017	Static

CCB .F.012	Open (New Ref No.)	Financial	Estimated timescales for construction stage and defect periods are insufficient; leading to increase in contract costs	Spend profile impacted and potential financial shortfall; requiring additional funding source or project scope/ contract changes	4	3	12	High	LS/ GA	Undertake market engagement and peer reviews to benchmark programme estimates -- and to assist evaluations of tender bids.	3	3	9	Medium	11/04/2017	Static
CCB.F.013	Open (New Ref No.)	Financial	Delays in progressing site activities due to adverse weather or site unknowns	Contract costs increase to deliver over longer period and potential legal conflicts with third parties waiting site handovers incur fees to GCC.	4	4	16	High	GA/ JF	Consider inclusion of milestone incentives in contracts. Undertake market engagement and peer reviews to assist evaluations of tender bids. Programme sufficient timescale between estimated contract delivery and site handover to any third party	4	3	12	High	11/04/2017	Static
Development + Programme																
CCB.DP.001	Open (New Ref No.)	Development + Programme	Delays in design stages and client sign off stages	Delay in project delivery	4	4	16	High	GA/LS	Manage programme and resource plan for information required and approval procedures. All parties involved to be informed of the project 'terms of reference' for client sign off; which may vary per project.	4	3	12	High	11/04/2017	Static
CCB.DP.002	Open (New Ref No.)	Development + Programme	Failure to secure appropriate statutory approvals. E.g. Planning Approvals	Interventions may be unable to proceed. Reputation impact to Council.	4	4	16	High	GA	Early engagement with the appropriate bodies and management of plan in line with this activity.	3	3	9	Medium	11/04/2017	Static
CCB .DP.003	Open	Development + Programme	Future changes in legislation (e.g. updates to building standards or other statutory regulations); which may redirect the technical design or project scope	Changes may incur additional project costs; which in turn would require a review of the technical design to capture the increase costs. Potential to delay design programme.	3	4	12	High	GA	Project teams to monitor details of future legislation changes; in line with project programme and undertake research how the changes can be captured without major impact on the project	2	3	6	Medium	11/04/2017	New
CCB .DP.004	Open	Development + Programme	Utility diversions not agreed with statutory undertakers	Potential technical redesign required; incurring additional project costs and programme	4	3	12	High	GA	Early engagement with statutory undertakers including progression of staged quotes. Undertake Site Investigations at early programme stage to identify	3	2	6	Medium	11/04/2017	New

				delays						utility positions and potential clashes for new works						
CCB.DP.005	Open	Development + Programme	Works over railways bridges could potentially damage line.	Required legal agreements with Network Rail not achieved because parties disagree on technical proposals for works. Delay to programme and increase to project costs. Potential additional legal risks to Council.	4	4	16	High	GA	Project teams to establish detailed design strategy for safe working overhead to railway (bridges); leading to Construction Management Plans at works stages. Early engagement with Network Rail and their required processes.	4	3	12	High	11/04/2017	New
CCB.DP.006	Open	Development + Programme	Delays in site works/ contracts; delaying handovers to Council and then potential handover to third parties.	Reputational and financial loss to Council should there be agreements in place for handover dates	4	3	12	High	GA	Progress of works contracts to be closely monitored. Workstream risk registers to identify mitigation methods to minimise risks of delays and to Council. Programme to allow suitable timescale between site completions and any handovers to third parties.	4	3	12	High	11/04/2017	New
Legal + Procurement																
CCB.LP.001	Open	Legal + Procurement	Contracts not completed or signed. Lack of or delay in supplying information to Legal Services and/or delay in information being processed into the Contract	No agreed formal contractual position between the Parties, unnecessary exposure to risk to the Council	4	4	16	High	JF	Ensure appropriate audit trail of requests for contract completion doc's and of sending out and chasing up of unsigned contracts.	4	3	12	High	11/04/2017	New
CCB.LP.002	Open	Legal + Procurement	Contractor Collateral and sub-contractor warranties not signed or returned to Council due to disagreement on final terms, the number of warranties required and who they have to go to	Delays in passing the warranties to the relevant third parties; may present additional risk on to the procurement process, could cause delay's to project delivery once contracts are operational	4	4	16	High	JF	Communication with project managers to ensure that the warranties are requested timeously from contractors. Early confirmation that the warranties are agreed.	4	3	12	High	11/04/2017	New

CCB.LP.003	Open	Legal + Procurement	Project procurements could be challenged; if the process does not following correct procedures and legislations and/or debriefs are not detailed enough.	Stops the award of the contract, causing a delay to the programme and potentially the project scope or delivery. Council could be fined.	5	3	15	High	ML	CPU to advise team on protocols for procurement exercises	5	3	15	High	11/04/2017	New
CCB.LP.004	Open	Legal + Procurement	Legal agreements with statutory authorities are not reached; within planned timescales or halted completely.	Requires redesign at late stages and/or impact to other project legal agreements	5	4	20	High	JF/ GA	Early engagement with the appropriate bodies and management of plan in line with the required activities.	5	3	15	High	11/04/2017	New
CCB .LP.005	Open	Legal + Procurement	Contractual claims: Unanticipated site conditions / exceptionally inclement weather / incorrect construction information / change to scope of works and variations	Delay requiring additional cost and / or time required to complete the works	4	4	16	High	JF/ GA	Contractor to notify any discrepancy discovered within contract documents in accordance with the contract conditions. Supervisor to carry out regular inspections and provide early warning of issues to Project Manager.	4	3	12	High	11/04/2017	New
Resource																
CCB.R.001	Open (New Ref No.)	Resource	Insufficient internal resources to carry out project activity	Delay to project and programme.	4	4	16	High	EC/ PMO	Develop close working relationship with internal stakeholders. Identify resource requirements and seek approval for resources identified. Use external resource as required.	4	4	16	High	11/04/2017	Static
CCB.R.002	Open (New Ref No.)	Resource	Staff allocated do not have the required skills; Development or training needs are not monitored or addressed	Potential impact to project activities and quality of outputs; including risk programme delays. Reputational risk to Council if poorly represented.	3	3	9	Medium	EC/ PMO	Team to review own internal staff resource relative to skills required. Any development needs to be addressed by appropriate training.	2	3	6	Medium	11/04/2017	Static
CCB.R.003	Open (New Ref No.)	Resource	External consultants do not deliver in line with their contracts; poor performance from external consultants	Programme delay and incur increase project costs. Potential reputational risk to GCC	3	3	9	Medium	LS/ GA	Contract with clear scope and communications protocols to be agreed with all consultants. Regular two way communication with each consultant to	2	3	6	Medium	11/04/2017	Static

										identify any issues early on. Team to continually assess performance of consultants, any ongoing under performance to be escalated.						
CCB.R.004	Open (New Ref No.)	Resource	PMD staff on temporary contracts; loss of skill + experience if staff leave and at short notice	Potential impact to project activities and quality of outputs; including risk programme delays. Reputational risk to Council if poorly represented.	4	4	16	High	PMO/ Project Sponsor	Identify potential external contract staff to provide cover should a replacement be required	3	3	9	Medium	11/04/2017	Static
CCB.R.005	Open (New Ref No.)	Resource	Project staff not following project governance procedures or unaware of correct procedures.	Potential programme delays at key milestones (e.g. client sign off) and/or duplication of roles (incurring additional project costs). Reputational damage, extended timescales, impact on budget.	4	5	20	High	LS/ EC	Circulation of governance documents to workstreams and confirmation to all parties on the governance requirements for reporting, escalation and client approvals. Identify resources to undertake approval and reporting requirements.	4	4	16	High	11/04/2017	Static
Communications																
CCB.C.001	Open	Communications	GCC Reputation damage due to shortfalls in project delivery or delayed programme	negative media coverage	4	3	12	High	PK	Regular PR activity outlining benefits of projects. Monitor + continually update Communication Plan.	3	2	6	Medium	11/04/2017	New
CCB.C.002	Open	Communications	Stakeholders are not sufficiently informed of project proposals and progress; due to insufficient/irregular dialogue (including lack of internal resources)	Potential impact on programme of works	3	3	9	Medium	PK	Communications plan to develop and identify protocols for project teams and successful contractors	2	2	4	Medium	11/04/2017	New
CCB.C.003	Open	Communications	Local businesses and residents are not sufficiently informed of project proposals and progress; due to insufficient/irregular dialogue (including lack of internal resources)	Reputational damage and potential negative media coverage	3	3	9	Medium	PK	Communications plan to develop and identify protocols for project teams and successful contractors	2	2	4	Medium	11/04/2017	New

CCB.C.004	Open	Communications	Insufficient engagement with elected members and community groups	Potential breakdown in working relationship and negative media coverage	3	3	9	Medium	PK	Regular PR activity outlining benefits of projects. Monitor + continually update Communication Plan.	2	2	4	Medium	11/04/2017	New
CCB.C.005	Open	Communications	Closure of roads and footpaths during works contracts; potential impact on local residents and businesses	Failure to communicate programme of works and suitable diversion routes leads to reputational risk to project / possible action against council	2	5	10	High	PK	Communications plan to develop and identify protocols for project teams and successful contractors	1	5	5	Medium	11/04/2017	New
CCB.C.005	Open	Communications	Contractors deliver poor communications during site works; or do not follow good protocols for impact of works to local area	Leads to reputational risk to project / possible action against council	2	4	8	Medium	PK	Considerate contractor schemes to be considered for works contracts. Specific comments to be included in tender ITT; which clarifies expectations on contractors. Project team to support contractors in communicating specific matters	2	3	6	Medium	11/04/2017	New