

**Divisions Affected – Didcot, Hendreds & Harwell, Sutton Courtenay
& Marcham, Berinsfield & Garsington**

CABINET

15 March 2022

**Didcot Garden Town Housing Infrastructure Fund (HIF1)
AMENDMENTS TO THE GRANT DETERMINATION AGREEMENT**

Report by Corporate Director Environment and Place

RECOMMENDATION

1. The Cabinet is RECOMMENDED to:

- a) Authorise the Corporate Director Environment and Place, in consultation with the Director of Law & Governance, Director of Finance, Cabinet Member for Travel and Development Strategy and Cabinet Member for Finance to enter into an amended Grant Determination Agreement (GDA) with Homes England.**
- b) Establish a Cabinet Advisory Group (CAG) or similar working group of cross-party members to oversee the detailed design and development of HIF1.**
- c) Authorise the development of a new Didcot area transport strategy and masterplan to meet the corporate priorities and agree to provide appropriate resources to support the development of the plan.**

Executive Summary

- 2. The Didcot Garden Town Housing Infrastructure Fund (HIF1) programme has been widely publicised and the details published in previous cabinet reports.**
- 3. The HIF1 programme has gone through a review period in the last 6 months. The programme review revealed there were pressures on budget and timescales to deliver the programme which would now fall outside the current GDA agreement with Homes England.**
- 4. After extensive negotiation, Government agreed to contribute further funding to the programme of £21.8m and extend the funding window to March 2026. The remaining funding pressure can be met by a £10m contribution from OxLEP and**

through an allowance in the Oxfordshire County Council budget agreed in February 2022.

5. The Grant determination agreement with Homes England needs to be amended to reflect these changes.
6. As a part of the future programme delivery assurance and detailed design development it is proposed a Cabinet Advisory Group is set up to ensure all aspects meet the new corporate priorities.
7. There is an acknowledgement that further measures are required for the transport and connectivity in Didcot area to become more sustainable and encourage more sustainable travel choices. This will require resources to be dedicated to the development of a Transport Strategy and Masterplan for the area.

Background

8. In October 2019, following a series of Cabinet approvals and a successful Housing Infrastructure Fund grant award of £218m, the HIF1 project was included in the County Council's capital programme. The original funding agreement, between the Council and Homes England, known as the Grant Determination Agreement (GDA), was entered into in June 2020.
9. The Didcot Garden Town Housing Infrastructure Fund project (hereon in referred to as HIF1) consists of four separate but interdependent highways schemes, as follows:
 - a. Element A - A4130 widening
 - b. Element B - Didcot Science Bridge
 - c. Element C – Didcot to Culham River Crossing
 - d. Element D - Clifton Hampden Bypass
10. Descriptions of each of the four elements are contained at Annex A.

Scheme Review

11. As is normal for schemes of this type and scale, at completion of the last stage of project development a review was undertaken looking at the forecast costs, delivery programme and risks.
12. The review outcomes were that the total budget envelope had increased by up to £61.7m and construction completion would not be until April 2026.
13. The reasons for these changes from the original budget set back in 2018 can be summarised as follows:
 - **Enhanced environmental mitigation** required to satisfy statutory and regulatory body requirements - impacts on land required, modelling and

design – need for a viaduct on approach to the River Thames being the single largest contributing factor at c.£23m standalone cost impact.

- **Change in regulations and guidance** e.g. introduction of Local Transport Note 1/20 relating to changes in design guidance for active travel provisions, environmental guidance and changes in National Planning Policy – requires additional land and design, enhanced flood mitigation and climate impacts leading to increased design time and costs.
- **Traffic and transport modelling parameters** driven by Department for Transport have changed, requiring further work and amendments to the scheme design.
- **Land cost and area increases** above the original business case – land prices increasing
- **Increased complexity of utility diversions**
- Increased design results in **increased construction time** required
- **Nationally increased** material costs, availability of materials and labour
- **Availability of construction sector resources** - availability of specialist staff and supply chain resources to design and build a scheme of this nature, competing with other large scale national infrastructure investments, and the lack of internal expertise
- **Landowner issues** - access issues and delays for surveys, requiring a civil warrant for entry.

Changes to the HIF Grant Determination Agreement

14. The challenges on timescale and budget were reported to Homes England and subsequently Department for Levelling up, Homes and Communities (DLUHC) and Her Majesty Treasury (HMT). Oxfordshire entered a negotiation with Government departments to secure further funding. On the 8th February 2022 Homes England confirmed an additional £21.8m towards the HIF1 infrastructure alongside the extension to the funding availability period to 31st March 2026. The funding breakdown can be found in paragraph 27.

15. As the programme and budget are now outside of the original Grant Determination Agreement with Homes England signed in June 2020, amendments to the agreement are required to deliver the infrastructure. The amendment to the agreement will focus on the following elements:

- An extension to the availability period to 31st March 2026
- An increase in funding to £239,816,437
- Change in milestones (see appendix C)
- A clause to de-risk the delivery timeframe for Oxfordshire County Council allowing for exceptional circumstances outside our direct control that could have an impact on the project timeline.
- Allow Oxfordshire County Council flexibility with the detailed design to deliver the infrastructure that will reduce the carbon impact of the schemes and reduce the need to travel by car, and support the many innovative businesses in the area. For example this could include measures such as tolling the bridge (subject to powers being granted by DfT), conversion of carriageway to bus lanes and the prioritisation of sustainable modes of travel.

- Preferential rates for borrowing the additional funding required to implement the scheme to reduce the burden on Oxfordshire County Council.

16. Officers are in ongoing negotiations on the specific wording for the revised GDA in line with the principles outlined in this report. On completion of the redraft, formal approval will be required in line with the delegations sought through this cabinet decision report.

Alternative 'Do nothing' Option

17. If Cabinet decides not to authorise the proposed revisions and delegated authorisation of the new GDA, there are substantial implications and risks. These are set out below:

- a. The Local Plans in South Oxfordshire and Vale of White Horse are based on the delivery of the HIF1 infrastructure. Without the infrastructure the local plans are no longer viable.
- b. South Oxfordshire District Council would no longer be able to demonstrate a 5-year land supply which would put the Local Planning Authority (LPA) at risk and there is the potential for legal challenge of Oxfordshire County Council for non-delivery.
- c. Significant Government supported projects such as UKAEA Fusion Technology at Culham would be stifled and potentially cause delays or even relocation of the investment out of the county.
- d. The lack of infrastructure may impact strategic development sites being planned for the area due to the severe impacts on communities and the environment from additional travel. These key development sites are (but not limited to):
 - NW Valley Park (VoWH Local Plan)
 - East of Oxford
 - Chalgrove (SODC Local Plan 2035 and Core Strategy)
- e. The existing local plan allocated sites which have been granted planning permission will not be adequately mitigated including North East Didcot and Didcot A leading to a high probability of challenge which will need to be defended.
- f. It is considered that this will directly lead to speculative development across two LPA areas and planning by appeal on a case-by-case basis.
- g. OCC will be open to significant risk of developer legal challenge as there is a pressure to release housing without sufficient infrastructure in place. With HIF1 in progress there was an easing on the viability of developments coming forward, but without it OCC may have to object to future planning applications.
- h. The sunk costs (currently around £11m) would be wasted.
- i. Non delivery of the scheme could have significant knock-on impact to the delivery of 11,711 homes across 12 separate sites in and around Didcot in South Oxfordshire and Vale of White Horse districts and the delivery of circa 4,200 affordable homes.
- j. Reduction or loss of control of the generation of s106 contributions to support further sustainable transport measures in the area.

- k. There will be impacts on the national significant areas for employment in the Oxfordshire Knowledge spine, supporting high value jobs contributing strongly to economic growth. The scheme directly supports Culham Science Centre and connections to Harwell Campus.
- l. There will be implications on the environment and support for the climate change agenda with less high-quality sustainable transport infrastructure in place and the loss of key active travel connectivity, which are provided directly by the project. The project also directly provides a minimum of 10% biodiversity net gain for the immediate area which would also be lost.
- m. Uncontrolled development in the area could increase traffic in such a way as to add to further congestion, pollution, noise and road safety issues.

Establish a Cabinet Advisory Group (CAG) (or similar working party)

- 18. As a part of the assurance for the delivery of the HIF1 infrastructure and to oversee the changes to the design to allow for more sustainable travel corridor, it is recommended that a Cabinet Advisory Group is established.
- 19. The CAG could be formed with cross-party members to oversee and steer the delivery. The terms of reference and membership of the advisory group will need to be established and could enable external expertise to be co-opted to provide Cabinet with further expert advice.
- 20. The CAG will ensure that the development of the infrastructure aligns with the new and revised policies being developed by the Fair Deal Alliance for active travel, climate action and travel choices.

A new Didcot area transport strategy and masterplan

- 21. It is recognised that the HIF1 infrastructure alone will not maximise the connectivity and sustainability objectives. Further supporting enhancements have always been envisaged as a result of this programme, and it is proposed that the development of these is accelerated by creating a new Didcot area transport strategy and masterplan in conjunction with the local district councils. This will focus on creating active and sustainable travel options, reducing the need to travel, and using innovation and the opportunities to implement new transport technology.
- 22. This will be a basis to influence new developments in the area and ensure that mitigating measures and S106 and S278 funding received from development can be focused on these key priorities.
- 23. The masterplan and strategy will focus on:
 - Delivering high-quality connected walking and cycling infrastructure and using measures to encourage behavioural change to achieve the core principle of pedestrians and cyclists to be at the top of the road hierarchy.
 - Ensuring the area and all new developments are designed to be low car and prioritise active travel and public transport infrastructure. This will include plans to introduce traffic filters on existing roads, implement HGV routing away from local

roads, and measures to help existing communities benefit from better active travel infrastructure.

- A package of measures and holistic approach that achieves the shift required, as well as obligations on developers to provide high-quality interconnected and direct infrastructure. This would include measures such as contributions to public transport services, walking and cycling measures and infrastructure and Personalised Travel Planning (PTP), as well as monitoring outcomes. A summary of work being undertaken on such measures can be seen in Annex B.
24. To develop a robust sustainable strategy, the appropriate resources will need to be dedicated to the development of the plan.

Financial Implications

25. The risks associated with scheme delivery are underwritten by a **£52.251m** quantified risk and contingency fund, which is accounted for within the overall forecast budget.
26. Inflation is considered and calculated against the prevailing market indices and the revised delivery programme. This equates to **£26.653m** across the programme.
27. Therefore, the total scheme cost to completion is **£296.152m**
28. The proposed revised funding package is set out within Table 3.

Table 3 – Revised Funding Summary

Source	Value (£'000's)
Housing Infrastructure Fund grant	£ 218,020
Section 106 (held)	£ 6,736
Section 106 (underwritten by Council but expected to be received prior to project close)	£ 9,713
Additional capital contributions	
Housing Infrastructure Fund grant (additional)	£ 21,800
Oxfordshire Local Enterprise Partnership	£ 10,000*
Council capital borrowing (approved as part of budget 8 th February 2022)	£ 29,893
Total	£ 296,152

*secured against future business rates retention and forward funded by Council as part of approved capital programme

29. The current spend profile indicates that the total of the HIF grants would be drawn down in full first, with any additional financial contributions to the scheme backloaded to the latter stages of delivery. Therefore, spend on any additional contributions is anticipated to commence in 2025 onwards.
30. The additional resources required to be dedicated to the Transport Strategy and Masterplan work will need to be found from existing budgets or additional funding.

There will be an additional cost to accelerating this work which will be managed through the annual budget setting process.

Comments checked by:

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Legal Implications

Grant Determination Agreement

31. The key themes of the GDA are in respect of the delivery of the HIF infrastructure, new homes and their related milestones. The GDA provides Homes England with various rights in the event that the Council defaults under the agreement, including the right to terminate the agreement, suspend, clawback or reallocate the funding.
32. Clawback is however limited and excludes all amounts that have been properly validated and claimed. Since claims are submitted monthly in arrears, exposure to the risk of clawback is further limited.
33. To the extent that a material amendment to the Delivery Plan, the Expenditure Forecast, the Infrastructure Works or the Housing Outputs is required and being negotiated between the parties, Homes England may place a hold on payment of any future claims whilst the proposed change is assessed and if agreement is not reached within 3 months, Homes England may terminate the agreement, withhold any further payments or reallocate funding.
34. In the letter from Homes England set out in Annex C, Homes England reserve their rights under the GDA except as previously waived. They also have the right to claim their costs and expenses for dealing with the Deed of Variation from the Council.

Comments checked by:

Jayne Pringle, Principal Solicitor, jayne.pringle@oxfordshire.gov.uk

Equality & Inclusion Implications

35. The equalities implications of the HIF1 scheme have and will continue to be assessed robustly through the design development stages of the scheme. These equalities implications have been considered in line with the Equality Act 2010 and through the completion of an Equality Impact Assessment (EqIA).
36. This will be further considered as part of the forthcoming report relating to authority to make the statutory orders.

Sustainability Implications

37. Embodied emissions are a significant impact in all construction projects. The council wishes to create robust plans to reduce the 154,840 tCO₂e of GHG emissions which could be emitted during the construction phase without intervention. Approximately 83% of this impact associated with the construction materials^[2]. However, this can be reduced further, and the OCC design team are working towards reductions. The embedded carbon is a small percentage of the UK Carbon Budget and low compared to surrounding housing developments which produce over 60 tonnes of embedded CO₂ per dwelling (not including the onsite infrastructure).
38. A range of mitigations are set out within the Outline Environmental Management Plan and Outline Site Waste Management plans^[3] ranging from use of recycled and secondary materials through to energy efficient lighting and low carbon vehicles.
39. These measures will be further worked up through the development of the procurement strategy and the Construction Management Plan, including specific sustainability targets imposed on the design and build contractor, and through the focus of a working group and CAG as set out in Annex B.
40. As a part of the programme and finance review, HIF1 infrastructure has been assessed against the Fair Deal Alliance priorities. The review has identified key areas of focus to ensure the infrastructure construction and use is more sustainable. The key areas are:
- a. Increasing the Biodiversity Net Gain to above 10% by utilising all suitable spaces. Creating new habitats and enhancing existing where possible. Using planting to absorb carbon.
 - b. Reducing the embedded carbon by using recycled materials, working with local suppliers, using different construction methods.
 - c. Putting environment, climate and carbon reduction at the heart of commissioning the construction of the infrastructure. Working with the supply chain to reduce transport and bring innovation into the design and construction.
 - d. Developing a sustainable travel strategy to reduce private vehicle use and support sustainable freight option.

Risk Management

41. The key risks relating to the delivery of the programme are:

Unforeseen circumstances causing delays

42. To date the HIF1 programme has been impacted by unforeseen circumstances including the COVID pandemic and Brexit. Global issues may impact on delivery and construction with supply chains and materials being further impacted.

Therefore, it is essential that there is a mechanism for dealing with uncertainty and so the County Council is not financially impacted by circumstances outside of the Council's control.

43. It should, however, be noted that the delivery programme remains significantly challenging with some workstreams required to run in parallel, where possible, to meet the revised timeline. Only minimal time risk allowance is included and, therefore, it is important that the project continues to be delivered in line with those key milestones contained within Table 1.

Aligned Internal organisation

44. Aligning the internal resources of the Council is key to delivery. The support services of legal, finance, procurement, property and HR are all critical to the success of the programme. It is essential that these services have sufficient resource and a flexible, dynamic approach to be able to assist with delivery.

Staffing resources

45. Providing the appropriate, affordable skilled resources remain a risk to the programme. There is a national shortage of professionals to develop and deliver major infrastructure programmes. Due to the Government's investment strategy there is a large demand for resource and a small resourcing pool. The programme is made up of temporary staff which causes risk of resilience and continuity of knowledge and approach. This risk will be continually reviewed, and recruitment will be ongoing to ensure the programme is resourced and successful.

46. The risk register for the programme can be found in Annex D

Consultations

47. A series of public consultations have been undertaken throughout the previous development stages of the HIF1 project.
48. The consultations are summarised in the Statement of Community Involvement, now published in support of the planning application.
49. These formal events have been supplemented by significant engagement with District and Parish Councils, key user groups, statutory bodies and landowners affected by the scheme.
50. There is a clear understanding of the importance of continuing to develop a comprehensive communications and engagement plan, to be implemented throughout all subsequent stages of delivery, strengthening relationships with all stakeholders in the process.

Next Steps

51. The next stage of scheme delivery involves the procurement of design and build partner(s) who will then undertake the detailed design for the scheme before securing a tendered construction contract price.
52. If the decision to appoint a CAG to oversee this process is taken, then the CAG chair and members will need to be selected and the group formally constituted with appropriate terms of reference. It is envisaged that the CAG may also wish to draw on industry expertise to help them with their recommendations.
53. Throughout this next stage of detailed design development, officers will continue to work with the portfolio holders and CAG members to align the design of the scheme to the priorities of the Council. This will include how the scheme is made more environmentally sustainable, both during and after construction, and futureproofing measures to ensure that potential travel mode changes can be easily accommodated by adapting the built infrastructure, as and when the need arises. The work is at an early stage and will look at key themes of reducing carbon, increasing biodiversity, mitigations and operating the infrastructure and complimentary measures in line with sustainability priorities, innovation, further developing the strategy for the area and new developments (see Annex B).

Bill Cotton
Corporate Director for Environment and Place

Annexes: Annex A – Scheme Descriptions
 Annex B – Summary of work being undertaken to align to the Council
 Annex C – Homes England
 Annex D – High Level Programme Risk Register

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ANNEX A

SCHEME DESCRIPTIONS

A1. Element A – A4130 Widening

Widening of 1.5km of A4130 east from the A34 Milton Interchange to create a dual carriageway from a single carriageway including:

- a new roundabout junction east of Backhill Lane Tunnel
- a revised signalised T-junction to access the proposed development site (known as Valley Park)
- two new roundabout junctions and link road from the A4130 west of the Great Western Park signalised junction (provided by others)

[Widening of the A4130 | Oxfordshire County Council](#)

A2. Element B – Didcot Science Bridge

A new road bridge over the A4130, the Great Western Railway Line, Milton Road and link road (circa 1.5km) including:

- a new road overbridge
- single carriageway development road in the former Didcot Power Station site with a number of side road junctions, including amendments to existing infrastructure
- a new priority T-junction north of Purchas Road roundabout connecting into the A4130
- revised alignment of the NCR5 route with improved pedestrian crossing link to Hawksworth and wider cycle network
- new pedestrian and cycle link within the field boundary adjacent to A4130 (Didcot Northern Perimeter Road)

[Didcot Science Bridge | Oxfordshire County Council](#)

A3. Element C – Didcot to Culham River Crossing

A single carriageway road between A4130 (Didcot Northern Perimeter Road) and A415 (Abingdon Road) (3.6km) including:

- a replacement four arm roundabout at A4130 (Didcot Northern Perimeter Road and Collett)
- a new road overbridge spanning the Hanson private railway siding at the Appleford Level Crossing
- a new priority T-junction on B4016 (Appleford Road) at Appleford
- a new shared-use pedestrian and cycle path between the T-junction and Appleford Railway Station
- a new three arm roundabout junction on B4016 (Appleford Road) from Sutton Courtenay
- a new road large scale overbridge and lead in viaduct spanning the restored quarry area and the River Thames
- a new four arm roundabout junction on the A415 (Abingdon Road)
- a new shared pedestrian and cycle path on southern side of the A415 (Abingdon Road)

[Didcot to Culham river crossing | Oxfordshire County Council](#)



Figure A1: Visual showing high quality active travel provision (typical artists impression)

A4. Element D – Clifton Hampden Bypass

A single carriageway bypass for Clifton Hampden, between Culham Science Centre and B4015 just north of Clifton Hampden Village (1.8km including link roads) including:

- a new four arm roundabout and access roads at the Culham No.1 employment site just west of Culham Science Centre
- new access junctions for the Fullamoor Farms agricultural buildings and residential and commercial properties to the south of the A415 and the Thames Water sewage treatment site
- a new priority T-junction on the B4106 (Oxford Road) just north of Clifton Hampden Village

[Clifton Hampden Bypass | Oxfordshire County Council](#)



Figure A2: Visual showing connectivity and crossing facilities (typical artists impression)

Annex B

Summary of work being undertaken to align to the Councils
Priorities

1. Officers are currently in the early stages of working to produce an action plan that further aligns the scheme to the Councils policies. This work has been scoped to follow various themes and is already underway. If the recommendation for a CAG is agreed, then a key aspect of their work will be to oversee the further development of the scheme alongside these key themes to make substantial changes to the scheme that provide positive benefits to the local area and enable HIF1 to be an innovative and exemplar project.
2. The detailed design and construction will be informed by these main themes.
3. **Reducing Carbon** – We will further reduce the carbon embedded within this scheme by using innovative construction techniques, low carbon materials and by replacing traditional construction methods with those that reduce carbon. Examples of this will include the use of living sound barriers rather than concrete and the use of locally sources or recycled and reused materials within the construction. The scheme will be designed and constructed in line with the principles of PAS2080. PAS2080 is the worlds first standard for managing carbon in infrastructure projects; providing a framework to manage emissions in supply chain and ensuring measurement and transparency of emissions through all stages of a project.
4. **Biodiversity** - We will seek further gains in biodiversity and the benefits that people gain from nature by maximising opportunities to include green infrastructure and new habitats within the design.
5. **Operating the Infrastructure and complimentary measures in line with sustainability priorities** – We will explore innovative options for the short, medium and long term. These will potentially include smart mobility measures in villages and on the existing network and apply for the powers to make the river crossing a toll road. We will use the opportunity from delivering this route to convert much of the surrounding network from its existing state to one of quiet neighbourhoods with the appropriate weight limits and traffic filters to prevent through traffic and encourage modal shift.
6. **Innovation** – We are exploring further technological solutions in construction and operation including monitoring, sensors, autonomous and shared vehicles.
7. **Developing the strategy for the area** - Building on the existing Didcot garden town masterplan work we will work with the district councils to develop the strategy to demonstrate how the area will meet core principles that include sustainable movement and technology, including freight and logistics plans for the area.
8. **New developments** – Working with the District Councils and developers we will ensure that all new developments minimise the use of the car, ensuring that priority for sustainable modes of transport is baked in from the beginning including LTN's by design.

ANNEX D

HIGH LEVEL PROGRAMME RISK REGISTER

High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
1	Programme: Stakeholder opposition to the schemes forming the Programme.	4	3	3	12	1. Pro-active engagement, comms and consultation. Sound evidence base for submissions.	3	2	3	9
2	Construction programme imposes significant pressure on the network	4	4	1	16	1. Scope for design and build contract to include some requirements on traffic impact to pass the risk on to the contractor as they will be best placed to ensure phasing of works does not overload network. 2. Consider going with one contract rather than four to ensure approach to traffic management and network overload can be coordinated appropriately.	3	4	1	12
3	Late responses from statutory consultees	5	2	3	15	1. Work proactively with the Reg 3 team to chase responses from statutory consultees.	4	2	3	12
4	Delays to CPO process	4	5	4	20	1. Secure planning to fulfil the conditions 2. Engage Gateley Hamer to establish a range for expected land costs. Update land cost and monitor against budget 3. Ensure AECOM are involved in plot by plot reviews.	3	5	4	15
5	HIF1: statutory processes (Highways CPO) running in parallel with HIF2 and other major schemes	3	4	3	12	1. No treatment	3	4	3	12

High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
6	Programme: Market Capacity (Supplier and material availability).	3	5	1	15	1. Employ competent consultant to undertake financial monitoring of scheme Complete 2. Ensure contingency within budget makes allowance for anticipated inflation Complete 3. Undertake soft market testing to prepare the market for the upcoming scheme Ongoing	2	4	1	8
7	Pandemic (COVID) - further outbreak, lockdowns and restrictions.	3	4	4	12	1. Now that the likely risks are known, ensure the D&B contract requires the contractor to accommodate a suitable degree of flexibility to cover for ongoing staffing and distancing issues related to the pandemic	2	3	4	8
8	Design standards and Gov't guidance changes.	2	3	3	6	1. No treatment - horizon scanning to anticipate any likely changes.	2	3	3	6
9	Design change as a result of stakeholder objection.	3	3	3	9	1. Consultation has already been undertaken and planning has now been submitted. When objections are received, work quickly to review and mitigate with the Reg 3 team.	2	3	3	6
10	Interface between 4 schemes	4	4	3	16	1. Consider appointing a single contractor for all four schemes Action 2. Establish regular designer and contractor liaison meetings to discuss any issues that impact multiple schemes	2	3	3	6

High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
11	Detailed design results in significant change to planning consent or material quantities.	4	4	3	16	1. Undertake as much design work as possible prior to submission of planning application, including utility C4s Complete 2. Progress outstanding C4s in parallel with procurement process to minimise likely impact on scheme design 3. Ensure technical scope is as robust as possible for D&B tender and that the contract is set up so that the contractor seeks to minimise programme delays as well as cost. 4. Work closely with D&B design team to ensure the implications of any proposed design changes are clearly understood and agreed before progressing.	3	3	3	9
12	Unable to access land when needed	4	5	4	20	1. OCC to confirm go ahead to start negotiations and agree options on land Action 2. Fallback: CPO process running in parallel to mitigate escalating land costs and risk of being held to ransom.	3	4	4	12
13	Delays to D&B contract procurement	4	4	3	16	1. Soft market testing to generate interest 2. Finalise procurement strategy to agree route to market. Agree where the scheme is procured as 1,2,3 or 4 packages 3. Prepare suitable and balanced tender documents with support from the designer (AECOM) and OCC (legal, procurement and commercial teams)	2	3	3	6
14	Traffic modelling output challenged by Planning Authority or others	4	3	1	12	1. Liaise with AECOM to update the TA Scoping note. Process with OCC TDC for formal TA Scoping agreed.	2	2	1	4

High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
15	Future Residential units claiming blight	4	3	1	12	1. Ensure reserved matters application, via TDC officers, allow for enough green space to reduce impacts of blight on new properties. 2. OCC to liaise with specialist (TLT/GA) to again ensure minimal blight claims. - Quantify claims, check against budget	2	2	1	4
16	Reliance on Developers to delivery sections of the HIF1 Schemes	2	4	1	8	1. Seek Developers programmes milestones. Incorporate them with the Master Programme and establish a realistic delivery date. Coordinate with Developers to update regularly the Master Programme. Develop a contingency plan to address the event that developers don't meet our delivery plan.	2	3	1	6
17	Implications of de-scope/VE on planning	4	5	1	20	1. Cost/benefit analysis for each value engineering item	3	4	1	12
18	Misalignment of private development construction programme and HIF1 construction programmes	3	5	3	15	1. Construction programme of the private development to be included in the overall programme. Agree programme with private developers through s.106 agreement.	2	4	3	8

High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
19	Breach of Public Contract Regulations 2015	3	2	3	9	<p>1. Seek Legal review of the current contracts with substantial Compensation Events to establish if there are any procurements risks. Depending on the outcome of the legal review , implement the proposed mitigations measures.</p> <p>2. Ensure design and build contract scope is sufficiently broad to include all likely changes / additions to scope.</p>	2	2	3	6
20	Resource resilience and capacity for HIF1 and HIF2	5	4	4	20	<p>1. Fully resourced programme for HIF1 and HIF2 to forecast resources needs. 2. Develop a shared resources plan covering both HIF1 3. HIF2 to be review ed monthly to maintain efficient and timely delivery of both programmes. 4. Include a greater amount of activities within the contract to reduce the burden on OCC resources e.g. self certification.</p>	4	4	4	16
21	Overall programme duration is based on detailed River Crossing programming exercise	2	4	3	8	<p>1. Further work on utilities to be commenced in new year. Detailed review of programme will be undertaken during detailed design. Time restrictions will be placed on the scheme completion date within the tender documentation.</p>	2	3	3	6
22	Changes and improvements to scheme scope	4	4	5	20	<p>1. Liaison with Cabinet to ensure they are fully briefed on all the issues so that decisions can be made in light of all available information.</p>	3	4	5	15



High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
23	Unforeseen circumstances cause delay	2	5	5	10	1. Ensure that there is a mechanism for dealing with uncertainty and so the County Council is not financially impacted by circumstances outside of the Council's control.	2	2	5	10