

<b>Subject:</b>	Futures Park Plot 1 Development	<b>Status:</b>	For Publication
<b>Report to:</b>	Extraordinary Council	<b>Date:</b>	24 <sup>th</sup> June 2020
<b>Report of:</b>	Chief Executive	<b>Portfolio Holder:</b>	Leader of the Council
<b>Key Decision:</b>	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	<b>General Exception</b>	<input type="checkbox"/> <b>Special Urgency</b> <input type="checkbox"/>
<b>Equality Impact Assessment:</b>	Required:	No	Attached: No
<b>Biodiversity Impact Assessment</b>	Required:	No	Attached: No
<b>Contact Officer:</b>	Cath Burns	<b>Telephone:</b>	01706 252429
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<b>1.</b>	<b>RECOMMENDATION(S)</b>
1.1	Members agree to the Council developing out Plot 1 to provide a bespoke nursery school along with any necessary road/pedestrian infrastructure improvements within the Futures Park village on condition that the re-profiled submission to Growth Deal is approved.
1.2	Members agree an addition to the Capital Programme of £1.624m to develop Plot 1, funded by LEP grant of £0.719m and £0.905m of Council borrowing.
1.3	All future amendments to the scheme to be delegated to the Director of Economic Development in consultation with the Portfolio Holder.
1.4	Members approve the use of the existing cross party Project Development Group as a means to receive updates on the implementation of this project.

## 2. PURPOSE OF REPORT

- 2.1 To seek Member's agreement to the Council developing out Plot 1 to provide a bespoke nursery school as a lease arrangement to Bright Futures Nursery School, along with any necessary road/pedestrian infrastructure improvements within Futures Park village.

## 3. BACKGROUND

- 3.1 Futures Park Leisure and Employment Village is identified both as a Corporate Project within the refreshed 2018 Corporate Strategy and within the three year action plan of the adopted 2018 Economic Development Strategy.
- 3.2 Futures Park Leisure and Employment Village is located off the main A681 Bacup to Rawtenstall road and is approximately half a mile from the centre of Bacup. The site consists of 5 plots which are within the ownership of Rossendale Borough Council. The main office development on plot 2 is well established and is home to the Council as well as several private sector tenants. Some site infrastructure such as the main access road already exists which was built in 2001 with NWDA grant support, resulting in a restrictive covenant in terms of use of the land, as well as a claw back provisions on new development or land sales.
- 3.3 A Futures Park Project Group, comprising the Director of Economic Development, the Economic Development Manager and the Planning Manager has been established to develop a masterplan and to take the development forward. Following a compliant procurement process, Day Architecture was appointed to join the group. Both the Head of Finance and Legal Services Manager have been instrumental in the group's work.
- 3.4 The current final draft masterplan (Appendix A) comprises a circa 50,000 sq ft bespoke industrial unit (Plot 5), 19,000 sq ft SME light industrial units (Plot 4), a leisure facility (Plot

3) and coffee outlet (Plot 1).

- 3.5 Following the approval of seed corn funding to investigate the business case, in July 2019 Members agreed to the Council developing out Plot 5 at Futures Park to provide a bespoke industrial unit for an advanced manufacturing company. The development of the facility at Plot 5 is being delivered on time and within budget. Similarly, Members also approved a development fund of £75,000 to develop the business case for Plot 1, along with the necessary infrastructure improvements, at its meeting dated 27 January 2020.
- 3.6 Following the Council making an application for £1.525m LEP Growth Deal grant towards gap funding for Plots 5 and 1 of Futures Park and to support required road infrastructure improvements, a grant was approved by the LEP Board in Autumn 2019. The Grant Funding Agreement was signed by both parties in May 2020. The LEP is willing to fund retrospectively any costs incurred on Plots 5 and 1 and the road infrastructure improvements.

### **PLOT 1 NURSERY SCHOOL**

The Council has been working with Bright Futures Nursery School to accommodate a 6,400 sq ft brand new 90 place nursery and family centre at Plot 1. The School has a strong business plan in place which is still achievable in light of the Covid-19 outbreak recovery period; further details are provided in the risk section.

The proposal for a new nursery at Futures Park has generated some local concern about a negative impact on other nurseries in the area. Whilst this is a separate issue for the Council in its role as developer, an impact and demand assessment has been considered at Appendix D which concludes that the provision proposed at Futures Park would not negatively impact existing provision and would fulfill a growing demand for extended hours day care for working parents that isn't available elsewhere.

#### **Project Proposal**

Construction of a 6,400 sq ft single storey nursery building, with associated works, parking and access. The building layout is contained in Appendix B. Planning permission was approved in April 2020 subject to a flood risk assessment (which has since been commissioned). A number of meetings have taken place with Lancashire County Council with preferred options and designs being progressed with respect to parking and pedestrian/vehicular infrastructure. Appendix C contains proposed elevations of the nursery building along with artist's impressions. Plot 1 is a challenging plot to develop due to topography, size and the river location. The scheme design is future proofed for occupancy by other employment uses.

#### **Project Costs**

- A build cost estimate has been provided by Barnfield, along with a detailed breakdown of costs by an independent quantity surveyor who has confirmed value for money. The unit is to be provided as a shell for fit-out by Bright Futures Nursery at their own cost. All expenditure items, including abnormal costs, costs attributable to grant claw back and contingency allowances have been incorporated.

#### **Commercial Structure/Lease Terms**

- A proposed rental level has been provided to cover development costs with the growth deal grant covering abnormal costs. The Heads of Terms provide for a 40 year full repairing lease with no break clause, 5 year rent reviews in line with Retail

Price Index with 2%-4% collar cap, a 3 month rent deposit and a service charge for maintenance and management of the common areas of Futures Park.

- Heads of Terms for an agreement to lease are in place subject to Council approval. The financial risk of abortive development expenditure will sit with the end user if they 'walk away'.
- The Council will enter in to a contract with Barnfield Investment Properties based on the existing procurement compliant Joint Venture partnership which is OJEU compliant. The contract will seek to include penalty clauses to support a timely delivery.

### **Timescale**

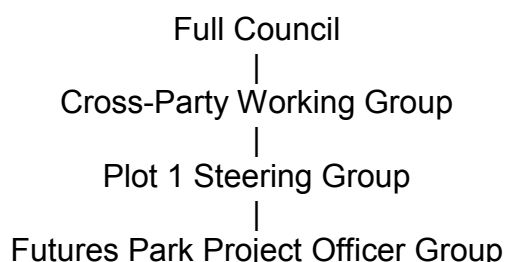
- Legals have already commenced to prepare and sign the agreement to lease and conclude the agreement with the main contractor, mirroring the same provisions as for Plot 5, Construction works are planned to commence in July 2020 for a completion and hand over for fit out in March 2021.

### **Project Benefits**

- 90 place nursery and family centre
- Up to 10 subsidised charitable nursery places for children and families in need from the local community; including free nursery sessions, access to child care out of term time and free meals
- Provision of a multi-use flexible space, separate from the core day nursery spaces, to support a wide range of social enterprise and family support activities.
- Delivery of a wide range of targeted social enterprise and family support services, funded by Bright Futures Nursery School from operational surpluses. This represents significant additionality at no cost to the council.
- Underpinning wider employment and 'back to work' initiatives, being delivered by the council, through constructive dialogue about flexible day care opportunities for those seeking to return to employment.
- 30 jobs created
- 6,400 sq ft new floorspace
- Support to the Medium Term Financial Strategy
- Regeneration of land occupying prime frontage at Bacup's prime employment site

### **Project Governance**

- The diagram below illustrates the governance structure



- It is proposed that the cross-party working group receives updates on the implementation of the project.

## **4. RISK**

4.1 All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:

- A robust business case is in place.

- Discussions are still taking place with the Ministry of Housing, Communities and Local Government (MHCLG) regarding the cost of claw back on the historic grant, if any, which is being incorporated in to the development costs. A financial appraisal for Plot 1 is in place for submission to MHCLG for their comment which shows a negative land value.
- The financial risk of abortive development expenditure if the end user 'walks away'. The nursery school has signed an indemnity letter to develop Plot 1 to full planning permission stage. The development of Plot 1 thereafter will be addressed by a legal agreement.
- The risk of cost overruns will be mitigated. Provisional sums are included for drainage, services, sewer diversion and disposal of materials. A contingency budget has been included and in light of the outcome from the flood risk assessment. All project costs have been appraised independently by a quantity surveyor to ensure the Council gets value for money. A fixed price contract will be entered into with any necessary variations closely managed.
- Given the strict timescales on the LEP Growth Deal which requires financial completion by March 2021, it is proposed to use the existing Joint Venture Partnership with Barnfield Investment Properties which is OJEU compliant and will avoid a further lengthy procurement process in order to be procurement compliant. The contract will seek to include liquidated damages clauses to support a timely delivery and to ensure that the Council is not 'out of pocket' if there are delays.
- Whilst the nursery school is a not-for-profit social enterprise and registered charity, our Head of Finance has commented that Bright Futures Nursery School has a well written business plan (Appendix E contains a summary of the Bright Futures Day Nursery Business Plan that can be made publicly available) based on reasonable assumptions, a strong evidence based business case, a strong governance structure, a risk assessment in place with mitigation plans, a solid financial performance year on year with a profitable business model and a very detailed and well constructed cashflow model. The organisation has secured a six figure social investment loan from 'Venturesome' which, together with their existing reserves, will fund the internal fit-out. It is also noted that the organisation was recently highly rated as 'outstanding' by Ofsted. Furthermore, the Council has evidenced the achievement of the business plan in light of the Covid-19 outbreak recovery period.
- A risk register is in place (Appendix F).
- As an ambitious council, there is a risk of not having sufficient staff and multi-disciplinary resources to drive this project forward alongside other corporate priorities. This risk has been alleviated by procuring a third party project manager.
- Failure to explore and 'win' this investment opportunity would result in the loss of an opportunity to have a significant nursery, child and family support at the Bacup end of the valley serving the most deprived wards in Rossendale; with an associated 30 jobs and LEP funding.
- Furthermore, failure to proceed with Plot 1 and the infrastructure improvements will ultimately delay the continued drive to bring forward Bacup's key flagship leisure and employment site at Futures Park, the further investment in to the area attracted as a result of the development of Plot 1, and the positive regeneration benefits including local employment opportunities.

## **5. FINANCE**

5.1 All financial considerations are contained in Part 2 of this report.

## **6. LEGAL**

6.1 Continued due diligence will need to take place together with all necessary legal agreements to be in place to protect the Council's interests.

## 7. POLICY AND EQUALITIES IMPLICATIONS

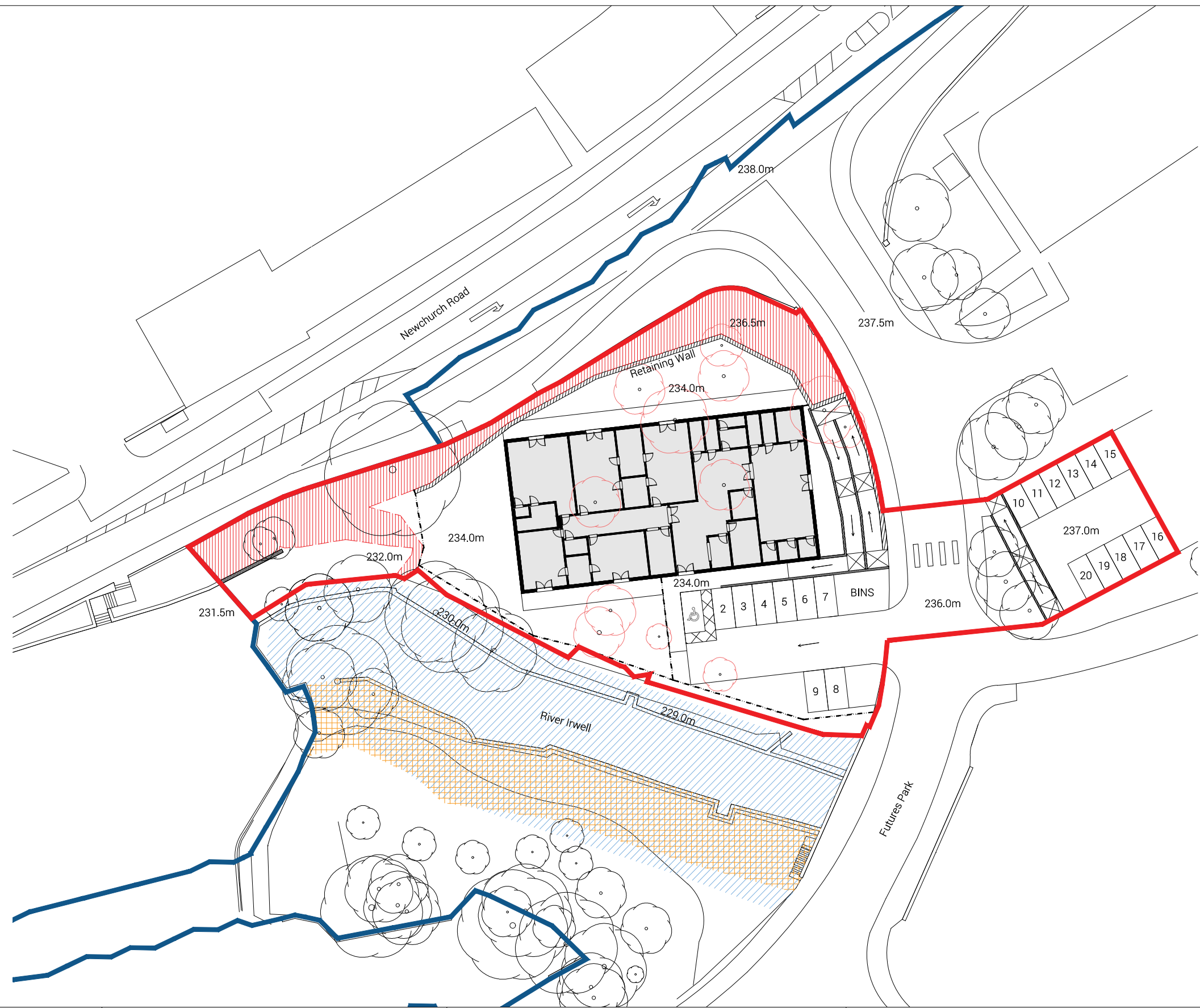
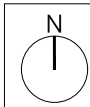
7.1 Futures Park Leisure and Employment Village is identified both as a Corporate Project within the refreshed 2020 Corporate Strategy and within the three year action plan of the adopted 2018 Economic Development Strategy. Any future equality implications within the project will be given consideration in a relevant and proportionate manner.

## 8. CONCLUSION

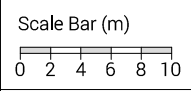
8.1 The Council has started to realise the investment and regeneration opportunities from developing out Futures Park Employment and Leisure Village. With the delivery of Plot 5 well underway, and with LEP Growth Deal grant approved, the bringing forward of Plot 1 is a great opportunity to support a business expansion to provide quality nursery provision in one of the most deprived parts of the borough, and create an additional 30 jobs locally. It will generate a modest revenue income to support the Medium Term Financial Strategy.

Background Papers	
Document	Document
Futures Park Update and Plot Development	<a href="http://www.rossendale.gov.uk">www.rossendale.gov.uk</a>
Industrial Building Development, Report to Council, 17 July 2019	<a href="http://www.rossendale.gov.uk">www.rossendale.gov.uk</a>
Industrial Building Development, Report to Council, 27 February 2019	<a href="http://www.rossendale.gov.uk">www.rossendale.gov.uk</a>
Industrial Building Development, Report to Council, 30 January 2019	<a href="http://www.rossendale.gov.uk">www.rossendale.gov.uk</a>





- SITE PLAN KEY**
- Site Boundary
  - Futures Park Estate Boundary
  - Flood Zone
  - Environment Agency 8m River Easement
  - Steep Embankment
  - 1800mm high boundary fencing
  - Denotes direction of ramp
  - <sup>0.00m</sup> Denotes indicative height above sea level
- Trees indicated in red to be removed. All other trees to be retained where possible.



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<p>CLIENT <b>Rossendale Borough Council</b></p> <p>PROJECT <b>Plot 1, Futures Park</b></p>							
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<p>DRAWING <b>Proposed Site Plan</b></p> <p>SCALE <b>1:500</b></p> <p>DATE <b>12/03/20</b></p> <p>DAY DRAWING No. <b>AL-01-003</b></p> <p>DRAWING STATUS <b>PLANNING</b></p>	<p>PAPER SIZE <b>A3</b></p> <p>DRAWN BY <b>DAY</b></p> <p>REVISION <b>-</b></p> <p>PROJECT No. <b>986-20</b></p>
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
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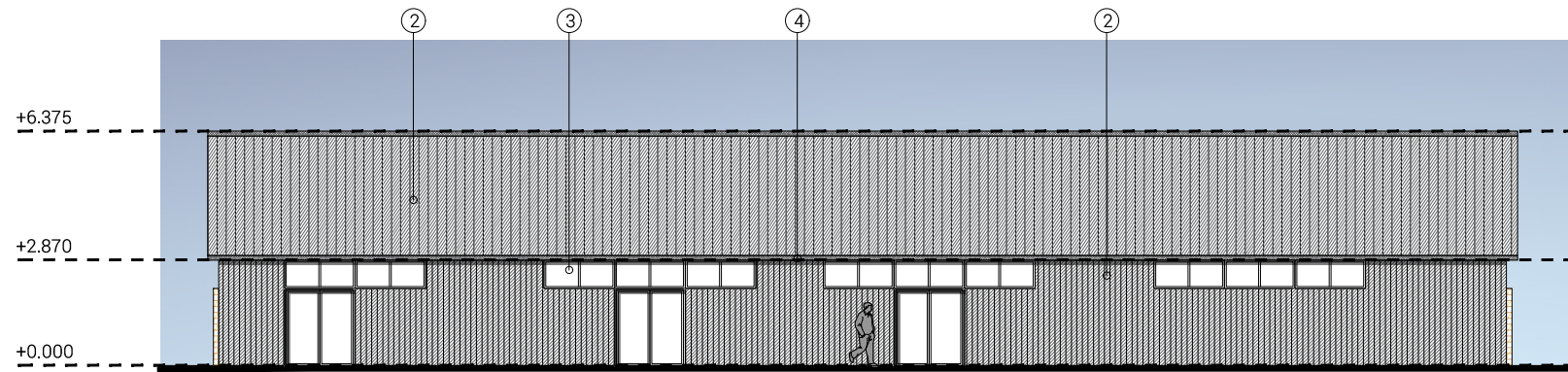
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77 Deansgate, Manchester, M3 2BW

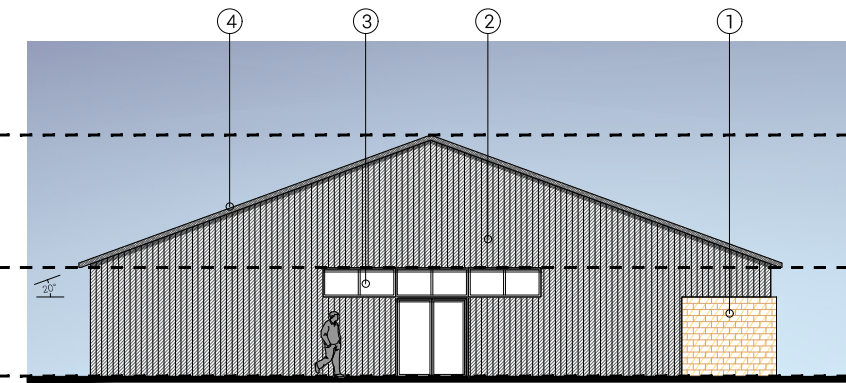
T: 0161 834 9703  
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PROPOSED MATERIAL KEY

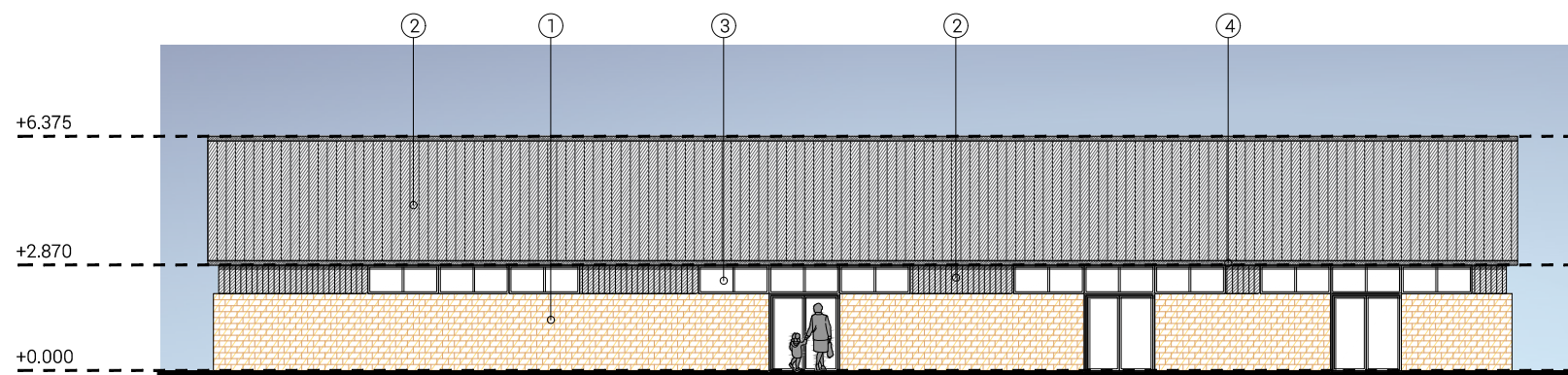
-  ① Stone Facing
-  ② Trapezoidal Metal Cladding (Dark Grey)
-  ③ Windows & Doors (Dark Grey)
-  ④ Fascias, Soffits & Verges (Dark Grey)
-  ⑤ Rainwater Goods (Dark Grey)



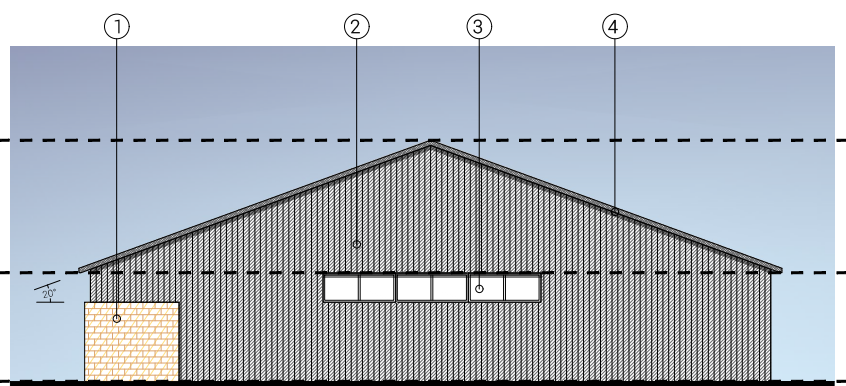
Front Elevation



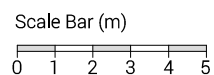
Side Elevation



Rear Elevation (Facing Newchurch Road)



Side Elevation



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CLIENT Rossendale Borough Council		DRAWING Proposed Elevations	
PROJECT Plot 1, Futures Park		SCALE 1:200	PAPER SIZE A3
		DATE 12/03/20	DRAWN BY DAY
		DAY DRAWING No. AE-02-001	REVISION A
		PROJECT No. 986-20	
A Updated elevations for planning		DRAWING STATUS PLANNING	
REV	DESCRIPTION	DATE	

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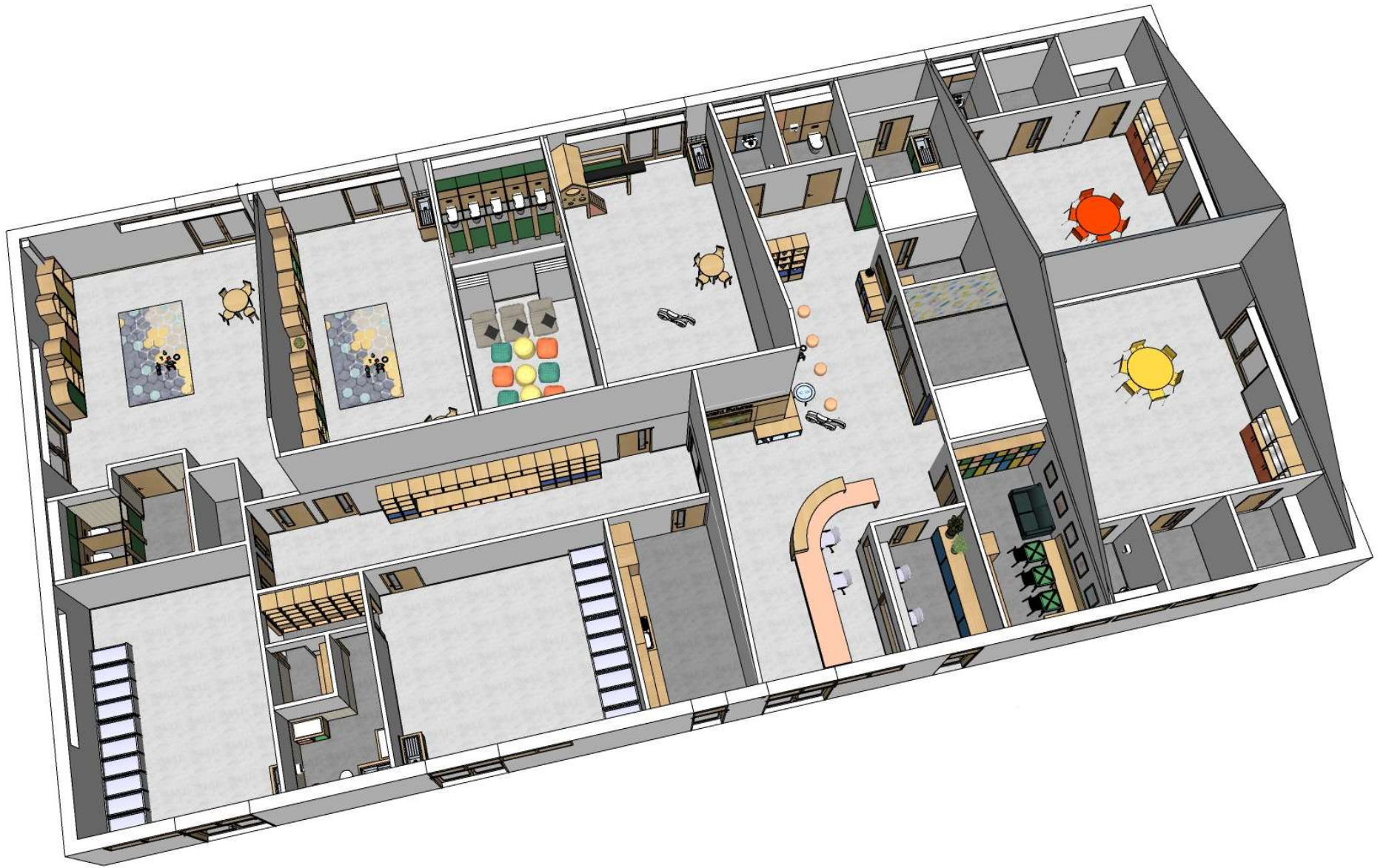


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## Appendix D

### Impact and Demand Assessment of Bright Futures Nursery School at Futures Park

The proposal for a new nursery on the Futures Park site has generated some local concerns about a negative impact on other nurseries in the area.

This is of particular concern to those associated with Bacup Nursery School and Staghill Centre, both of which are LCC maintained nurseries. LCC are currently reviewing the financial viability of all maintained nurseries.

There are two main factors which indicate that there would not be a significant impact on the maintained nurseries and that there is sufficient demand for an additional day nursery. These are differences in operating profiles and infant population statistics.

#### **Operating Profile**

**Maintained nurseries** operate to the same pattern as schools with short days, term-time only. Typically, they provide morning and afternoon sessions to children from age two to pre-school who are entitled to 15 or 30 hours of funded childcare hours. Whilst some provision is made for parents to top-up or meet the cost through fees, this is not common.

Most children attending are from families who use their entitlement to funded childcare hours to get morning or afternoon sessions, during term-time school hours. They do not want, or are not in a position to afford, longer hours all year round on a fee-paying basis.

There are also traditional nursery classes at Holy Trinity and St. Joseph's catering for pre-reception year children before they transition to their first reception year at those schools.

**Day nurseries** operate on a different model. Services are offered over an extended day to children from birth to pre-school. The operator of the proposed nursery offers services from 7-30 am to 6-30 pm with an early start option from 7 am. The provision is mostly for working parents. Most children who attend follow a pattern of half day or full day sessions for up to five days a week for 51 weeks of the year. A small number do attend term-time only, but these are still following the same day attendance pattern. The places are funded through a combination of fees and funded childcare hours. All children attending the existing nursery have some element of parent fees in their package.

There is little likelihood of children moving from the maintained nurseries to the proposed new nursery. Where a family's circumstances change from non-working parent/s to working parent/s, there is a possibility that they would move their child to a day nursery. This has always been the case and is not influenced by a new nursery opening.

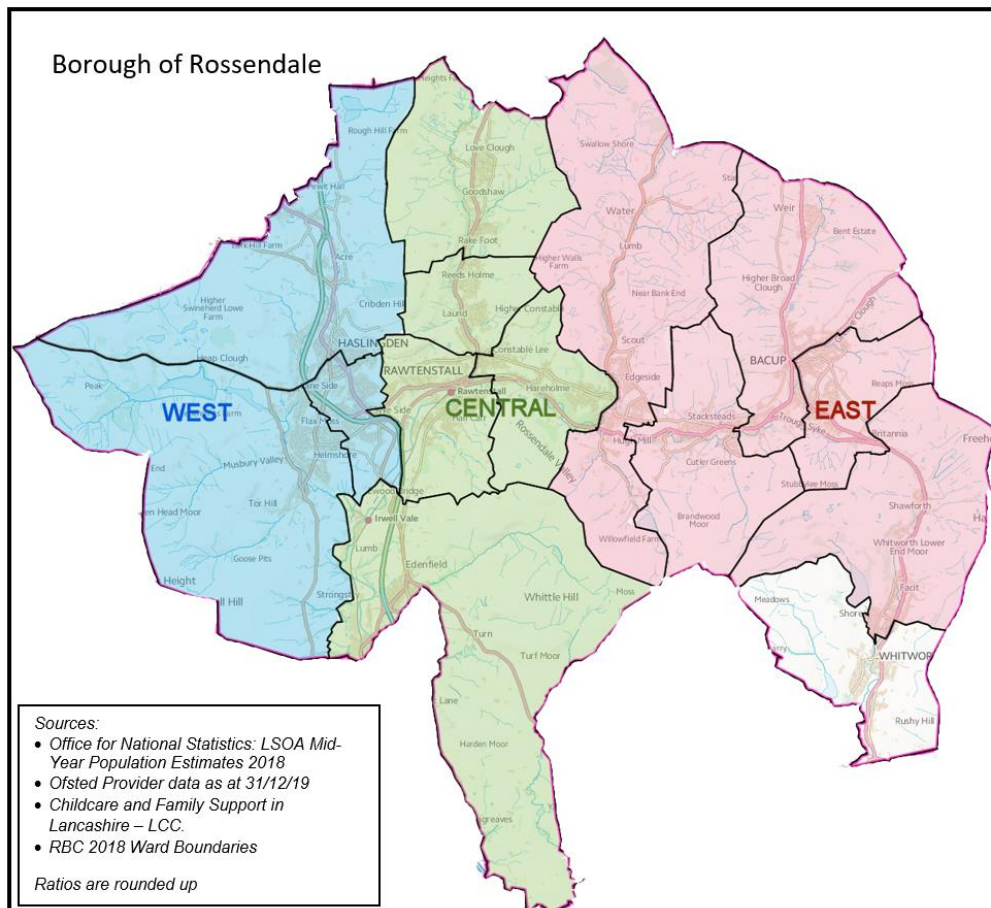
#### **Population Statistics**

Using a combination of national household family structure and ONS population statistics for Facit and Shawforth; Greensclough; Irwell; Stacksteads and Whitewell wards, an estimate of households with children, the number of children in a family, and the age breakdown has been estimated. In addition, the Local Plan ten-year housing growth within a two mile radius footprint of Futures Park has been analysed.

It is estimated that there are approximately 1,450 children aged 0 to 4 years. From the housing growth trajectory, there is estimated growth of another 100 within 5 years growing to another 200 after 10 years.

### **Current Provision and Demand**

Compared with Rossendale as a whole, Bacup has lower provision, particularly for full-time day nurseries.



	<b>WEST</b>	<b>CENTRAL</b>	<b>EAST</b>	
Children 0 to 4 years old and (% of total population)	1088 (6.0%)	1300 (5.6%)	1448 (5.7%)	i
Children 2 to 4 years old	675	814	899	
Full year, full day places	314	478	178	
Term time only school hours places	111	172	260	
Total places	425	650	438	
Ratio of children (0-4) per place (all)	3 to 1	2 to 1	4 to 1	ii
Ratio of children (0-4) per full year, full day place	4 to 1	3 to 1	9 to 1	iii
Ratio of children (2-4) per term time place	7 to 1	5 to 1	4 to 1	iv

What this tells us:

- i. The percentage of the population under five is broadly similar across Rossendale.
- ii. The total places per child in the east zone is noticeably less than the central or west zones.
- iii. The ratio of full year places per child is significantly less in the east zone.
- iv. The ratio of term time places per 2 to 4 year old is higher in the east zone.

The clear conclusion is that the east zone has proportionately fewer total places, far fewer full year places and more term time only places than the rest of Rossendale.

- In Rossendale West, there are six day nurseries, one LCC maintained nursery and one nursery class.
- In Rossendale Central there are seven day nurseries one maintained nursery and no nursery classes.
- In Rossendale East, is one LCC maintained nurseries, five primary school nursery classes and three day nurseries.

Focusing on full-time day nurseries, Rossendale has 16 of which only three are in Rossendale East.

In the LCC 2019 Childcare Sufficiency Report, it is estimated that 56% of the 0 to 4 year old population require day care of some form (sessional through to full-time). The most common reasons given by parents for requiring childcare are to enable them to work and to benefit their child. The most important factors for parents/carers choosing childcare were quality standards, Ofsted rating, good facilities, activities and equipment.

In the Family and Childcare Trust's 2020 National Childcare Survey, it was reported that only 56% of parents who work full-time think that childcare provision is sufficient. This figure dropped to 18% for parents with irregular hours.

Referring to the population figures stated above for Bacup, that would indicate a requirement for about 800 0 to 4 year olds requiring day care. Some of this demand will be catered for by registered childminders of which there are about 15 in the Bacup area. The overall provision in Bacup is approximately 260 term-time only 2-4 year old places and 178 full year 0-4 year old places. When compared with the population profile and growth, the existing provision is clearly not adequate.

There is anecdotal evidence that several settings in other areas of Rossendale, Rochdale and Burnley are used by parents travelling to work from the Bacup area. In any improving local and sub-regional economy and higher employment, there will be more parents of pre-school children taking up employment and seeking child care provision.

Whilst it is not possible to accurately predict additional demand, there is strong evidence that new provision does meet additional demand without affecting existing provision. In the Rawtenstall area, which already had more nurseries and places than Bacup, Bright Futures Nursery School, opened in 2012, was at full occupancy within its first year. New nurseries also opened in 2017 and 2018 and are nearing full occupancy. In total, these three nurseries added 200 places to the provision in the Rawtenstall area.

## **Conclusion**

The pattern of existing provision, local population profile and growth, and existing demand suggests that a new nursery on the Futures Park site would not negatively impact existing provision and would fulfil a growing demand for extended hours day care for working parents and those wishing to work.

The proposed nursery operator is a successful not-for-profit social enterprise recently highly rated as outstanding by Ofsted. It has well qualified staff and visionary management. With aspirations to expand its family and early years support in Bacup, It is already in discussions with other local family support charities who are keen to work together. This can only be a positive development for families in Bacup and serve to drive up standards across the sector.

The business plan for the new nursery has modelled various scenarios for the uptake of places and sustainability. Whilst it is hoped that full occupancy will be reached within the first three years of operation, slower growth and less than full occupancy have been tested and are sustainable.

### **SUMMARY FROM BRIGHT FUTURES NURSERY SCHOOL LTD BUSINESS PLAN FOR A 90 PLACE NURSERY AT FUTURES PARK BACUP - BFNS 2**

Bright Futures Nursery School (BFNS) is a very successful and sustainable not-for-profit social enterprise and charity which opened in September 2012. It has an 'Outstanding' rating from Ofsted, a valued local and county-wide reputation and demonstrably positive outcomes. The demand for places has outstripped capacity for the last six years, with regular waiting lists.

The organisation has operated sustainably and generated operating surpluses of over £140,000 during the last six years. In that time, it has been able to fund the cost of its charitable activities; invest in extensive outdoor play space improvements; create a new sensory room; invest in staff training; mentor other providers and build up sufficient reserves to confidently embark on the BFNS 2 project.

BFNS Trustees' aspirations are to open a second site in a more deprived area of our borough and substantially extend its charitable service remit. The financial strength of BFNS, coupled with clear evidence of the potential for a successful and sustainable second site, has resulted in this project being its main strategic development priority. The opportunity has arisen to commission a new 6,700 sq. ft. design/build/leaseback facility, as an empty shell for tenant fit out, from Rossendale Borough Council in an ideal location on Futures Park. Based on current progress and estimates, it should be possible to schedule opening BFNS 2 before September 2021. BFNS 2 would create up to 40 full-time, part-time and flexible-hours new jobs, many of which would be drawn from younger women and mothers. It would also provide school leaver structured apprenticeship training.

In the catchment area of the new site, there are only four other nurseries. Two of these are maintained school nurseries which offer places during school hours, term time only. Analysis has shown that the area has proportionately fewer childcare places than other areas of Rossendale and has predicted unmet demand for full day year-round places for working parents.

The case for using the financial strength and surpluses of the not-for-profit day nursery operations to underpin expanded charitable services is compelling. Prudent operational projections over the next ten years predicts a positive six figure surplus which can be directly re-invested in activities and additional facilities over that period. The impact of these services, to reduce the effects of deprivation on families and young children, would be very positive. Some examples of a wide range of services envisaged are:

- Weekly play and learn groups for parents to attend with their children.
- Weekly sensory sessions for children with additional needs.
- Weekly sessions with Talk First baby signing for members of the community to attend with their children.
- Advice and guidance on various subjects including weaning, behaviour management and toilet training, etc. and being able to signpost to other services.
- Childminder support groups - play and learn groups specifically for childminders to bring children to and get advice and support on implementing the Early Years Foundation Stage framework.
- Working alongside other local family services to extend support across the community.
- Affordable and subsidised holiday clubs for children from 4-11 years.
- Outdoor 'Forest School' activities for parents to attend with their children.

In developing a second site, we envisage increasing the number of directors/trustees to include representation from local primary schools, community organisations and other relevant interests.

RISK NR	RISK DESCRIPTION	RISK CONSEQUENCE	INITIAL EXPECTED VALUE	RISK STATUS	IMPACT	LIKELIHOOD	OVERALL		MITIGATING ACTION	IMPACT	LIKELIHOOD	OVERALL		MITIGATED VALUE	ACTION OWNER	ACTION DATE	COMMENTS
1	Planning Permission	Failure to receive Planning Permission could affect project timescales		Open	5	3	15		Regular discussions and updates with Rossendale Borough Council (RBC) Planning Department	3	2	6					
2	Planning Conditions	Unforeseen conditions or requests for additional impact could affect programme timescales.		Open	3	3	9		Regular discussions and updates with Rossendale Borough Council (RBC) Planning Department	2	2	4					
3	Scope Change affecting budget restraints	Variation in scope is likely to impact final project cost. Clarification sought on who is to be liable for costs for agreed changes to scope		Open	3	3	9		Change control process to be provided throughout the scheme.	2	2	4					
4	Timescales to expend 'Lancashire Enterprise Partnerships' (LEP) funding within the noted timescales	LEP have advised budgets are required to be spent by December 2020. Current issues with Covid-19 is likely to affect these timescales.		Open	4	3	12		Discussions required with LEP regarding proposed expenditure using anticipated spend profiles	3	2	6					
5	End Users acceptance of the proposed Heads of Terms	Delays in agreeing HOT's may impact the proposed start on site date		Open	4	3	12		HOT's to be agreed ASAP between end user and RBC	3	2	6					
6	Council Match funding LEP funds	Match funding required to progress project		Open	4	3	12		Match funding to be processed ASAP	3	2	6					
7	Delays to Programme	Delays to programme could affect end dates, rental agreement periods, end user opening dates etc		Open	4	3	12		Main Contractor to produce Construction Programme of Works to be monitored and reviewed with Progress Meetings	3	2	6					
8	Below ground contaminations and unforeseen	Below ground contamination or unmapped services could cause delays to programme.		Open	3	3	9		Ground condition surveys to be instructed	2	2	4					
9	Adverse weather conditions experienced during construction period	Delay to programme, potential increase in costs. Works are located next to the River Irwell. Site is within close proximity to Flood Zone 3		Open	3	3	9		Weather sensitive works to be undertaken in suitable weather where possible.	2	2	4					
10	Brexit effect on procurement of materials from Europe and associated supply cost	Delay to programme, potential increase in costs		Open	3	3	9		Markets to be observed for costs to materials etc.	2	2	4					
11	Ongoing Covid-19 issues in relation to supply chain, consultant site surveys and contractors	Delay to programme, material supply and sub-contractor availability		Open	5	5	25		Covid-19 impact to be monitored throughout project	3	3	9					
12	Appointment of Main Contractor and proposed procurement route	Appointment required to avoid delays in procurement of design teams, materials, sub-contractors		Open	4	3	12		RBC to confirm preferred Main Contractor and procurement route ASAP	3	2	6					
13	Appointment of Design Team	Appointment of design team required to allow Stage 3/4 designs to progressed and fully costed		Open	4	3	12		Design team to be appointed ASAP	3	2	6					
14	Duplication of work roles	Abortive work if roles and responsibilities not delegated		Open	3	3	9		Roles and Responsibilities & Project Structure with supporting document issued by DAY PM	2	2	4					
15	Building Control conditions	Building Control plan sign off required ASAP and conditions to be notified.		Open	3	3	9		Construction issue plans issued to Building Control.	2	2	4					
16	BREEAM Requirement	There are likely to be additional project requirements is a BREEAM ratings is required.		Open	4	3	12		RBC to confirm whether there is requirement for a BREEAM rating	3	2	6					



RISK NR	RISK DESCRIPTION	RISK CONSEQUENCE	INITIAL EXPECTED VALUE	RISK STATUS	IMPACT	LIKELIHOOD	OVERALL		MITIGATING ACTION	IMPACT	LIKELIHOOD	OVERALL		MITIGATED VALUE	ACTION OWNER	ACTION DATE	COMMENTS
17	Final location of building is required	Delay in confirming fixed location could impact on programme		Open	3	2	6		Location of building agreed on site	2	1	2					
18	Site security issues	Futures Park has previously had unauthorised visitors use the site		Open	3	2	6		Site to be securely enclosed to prevent unauthorised access	2	1	2					
19	Working at height	Working at height/fall issues		Open	3	3	9		Main Contractors Construction Method Statement to be reviewed along with Risk and Method Statements (RAMS) for individual work elements	2	2	4					
20	Flow of information through project	Flow of information through project to all parties required		Open	3	2	6		Change requests to be shared with the Project Team to ensure all parties are aware of variations	2	1	2					
21	Continuity of construction/project team throughout the duration of works	Continuity of construction project team		Open	2	3	6		Project and Construction Team to remain through the project where possible to ensure project knowledge is maintained	2	2	4					
22	End User to advise on requirements for access control, CCTV, access gates etc.	Delayed or missed information will result in additional costs/delays later in the project		Open	3	3	9		Full design review to take place between RBC, end user and design team	2	2	4					
23	Clarification required on perimeter fence type, height and all external landscaping requirements	Delayed or missed information will result in additional costs/delays later in the project		Open	3	3	9		Full design review to take place between RBC, end user and design team	2	2	4					
24	Clarification of staffing numbers required to ensure adequate number of WC's	Clarification of staffing numbers required		Open	3	2	6		End User to confirm full staffing numbers	2	1	2					
25	Clarification required on external power & lighting, vehicle charging requirements etc.	Delayed or missed information will result in additional costs/delays later in the project		Open	3	2	6		Full design review to take place between RBC, end user and design team	2	1	2					
26	External drainage runs and requirement for permeable landscaping	Suitable drainage runs required for the building. Possible issues with site levels connecting into local drainage points		Open	3	2	6		Drainage runs, invert levels and proposed landscaping to be confirmed by Design Team	2	1	2					
27	Location of contractors compound and limited site space	Site is compact with space for storage, site compounds, site traffic, safe working area being limited		Open	3	2	6		RBC to be contacted to see if section of Councils car park could be made available for contractors compound	2	1	2					
28	Site deliveries during construction period and post completion for regular deliveries	Restricted turning space through site during and post completion		Open	2	3	6		Vehicle tracking required on main contractors construction plans and architects proposed plans	2	2	4					
29	Contamination within existing ground	Contamination, pollution or site waste could pollute local watercourse		Open	3	3	9		SI Survey to be instructed and remedial actions implemented. Site boundary to River Irwell to be secure and prevent spread of debris	2	2	4					
30	Location of works to River Irwell	Contractors working in close proximity to watercourse		Open	3	3	9		Contractors Construction Method Statement to highlight secure boundary methods to restrict access to River	2	2	4					
31	Condition of existing retaining wall to River Irwell banking	Condition of wall could deteriorate with additional weight load/pressure from new build		Open	4	3	12		Structural engineer to be appointed to provide report and recommendations	3	2	6					
32	Locality of junction works and possible impact on Plot 1 works	There are future works planned to the site entrance junction into Futures Park.		Open	3	3	9		Careful co-ordination is required	2	2	4					

RISK NR	RISK DESCRIPTION	RISK CONSEQUENCE	INITIAL EXPECTED VALUE	RISK STATUS	IMPACT	LIKELIHOOD	OVERALL		MITIGATING ACTION	IMPACT	LIKELIHOOD	OVERALL		MITIGATED VALUE	ACTION OWNER	ACTION DATE	COMMENTS
33	Raising of existing ground level	Existing Ground Level to be increased to raise the proposed finished floor level from the adjacent flood zone and allow for easier access into the site		Open	4	4	16		Suitable system to be designed to raise building and allow for suitable build up of ground level	3	3	9					
34	Councils ecologist has requested a full survey of nesting birds prior to removal of any tree's on Site	Nesting protected r rare species could affect the proposed start on site date		Open	4	3	12		Ecologist to be appointed ASAP and instructed to survey prior to start on site.	3	2	6					
35	Car park drop off for visitors located on Council land	Acknowledge of approval to use RBC's car park for drop off will require to be written in the lease contract. Issues with crossing the highway to Plot 1		Open	3	3	9		Acknowledgement of approval to use car park within lease agreement. Safe pedestrian crossing to be included within plot 1 scheme	2	2	4					
				Open	0	0	0			0	0	0					
							0										

**KEY**

**Risk Status**

- Open = Risk Open
- Closed = Risk Closed

**Risk Score**

- Red Score greater than 11
- Amber Score between 6 and 10
- Green Score between 1 and 5

Open
Closed