

## SE Blackburn Prelim Design Gateway Review

11<sup>th</sup> January 2019

Attendees: Timo Murphy, Aimee Harrison, Alan Niemeyer, Dan Vipham, Andy Turner, Adrian Welsh, Walter Aspinall, Adam Nickson, Mike Cliffe, Abbas Ul-Rehman, Rebekah Pittard, Liam Hames, Trevor James.

Apologies:

### 1. Purpose of the Gateway Review

The purpose of the Gateway Review was to highlight risk and issues, which if not addressed, would threaten the success of delivery. It was an internal peer review undertaken by the Programme Director to provide quality assurance and test whether project management principles are being applied. This report is based on evidence submitted prior and during the review and also through discussion.

The review focused on the current status of the Growth Deal 3 Projects for South East Blackburn; Haslingden Road and Blackamoor Road and how well placed both are to move forward to the next stage.

Table 1 below identifies the RAG rating that has been applied to the items considered as part of the review and the overall delivery confidence of the scheme.

<u>RAG</u>	<u>Criteria Description</u>
	Successful delivery of the project to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly
	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun
	Successful delivery of the project appears to be unachievable. There are major issues on project definition, schedule, budget required quality or benefits, which at this stage do not appear to be manageable or resolvable. The project may need re-baselining and/or overall viability re-assessed

Table 1

## 1. Overall Confidence Assessment

The outcome of the review finds that the overall rating of the project is.

*“Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun”*

Table 2 below identifies those elements of the project which were reviewed, the findings, RAG status, recommendations or agreed actions with assigned timescales from the date of the Gateway Review.

Ref	Item Under Review	RAG
01	<p><b><u>Haslingden Road</u></b>  <b>Project Overview Junctions and Phasing</b>                      The Haslingden Road preliminary design has now been approved following the gateway review to progress to the detailed design stage. The scheme itself can be broken down into phases between the junction of Old Bank Lane and Lions Drive, a brief description of each phase of the project is provided below;</p> <p><b>Old Bank Lane to Main Hospital Entrance</b>                      A new compact roundabout is to be installed at the junction of Haslingden Road and Old Bank Lane to replace the existing priority junction. The existing 2 lane carriageway is to be widened to incorporate a ghost island and right turn reservoirs to the proposed accesses into the development sites opposite Blackburn Hospital, between Old Bank Lane and 151 Haslingden Road, at this point the carriageway widens out to 4 lanes wide incorporating a dedicated left turn lane in and out of the main hospital entrance. There will be a requirement to install a number of retaining walls up to 4.0m high where existing embankments are being removed.</p> <p><b>Main Hospital Entrance to Shadsworth Road</b>                      The existing carriageway will be widened to 4-lanes and will include the installation of retaining walls up to 2.0m high where existing embankments are required to be removed. As part of the proposals it is envisaged an additional arm to the roundabout Shadsworth Road will also be installed to provide a new access to the Euro Garages site.</p> <p><b>Shadsworth road to Lions Drive</b>                      The existing carriageway will be widened to incorporate 4 lanes however due to constraints fronting the existing Euro Garages site the lane widths and footway widths have been reduced to minimise the impact on the land take requirements. The proposed scheme ties into the existing kerb line at the signalised pedestrian crossing south of the junction of Lions Drive.</p>	



	<p><b><u>Blackamoor</u></b>  <b>Project Overview Junctions and Phasing</b></p> <p>The agreed preliminary design for Blackamoor connects Roman Road at its junction with Newfield Drive, to Blackamoor Road near its junction with Walker Road.</p> <p>The new road will bend to the south in its middle to allow for the provision of optimum size land plots to the north and south and an access road will be provided for each new site. These plots will be a variety of residential and commercial plots with a 10m easement maintained at all times to the United Utilities land boundary.</p> <p>The southbound arm of Blackamoor Road and Roman Road will be stopped up and the junction revised to a three-arm signal junction. Access will be maintained by joining Blackamoor Road from its new southerly priority junction with the new link road. This will also be used to access all properties on Blackamoor Road south of the Roman Road junction.</p> <p>The new Roman Road/Newfield Drive junction will be a four-arm signalised roundabout that will be widened on both arms on Roman Road to accommodate additional running lanes and produce optimum lane designations and turning manoeuvres for all vehicles.</p> <p>The New Link Road will be a 7.3m wide carriageway with 2.0m footpath to the south and a 3.0m shared cycleway/footpath to the north. There is potential for access points along the new link road.</p> <p>The overhead cables belonging to Electricity North West will be diverted underground around the site and the existing United Utilities culvert running through the site will be diverted along the road path and be made it a feature and balancing pond.</p>	
02	<p><b>Confirmation of Meeting the Brief</b></p> <p>Haslingden Road meets the requirement of the client brief. The brief for Blackamoor requires further input from the BwD Growth Team. A further preliminary design gateway review is to be scheduled in April 2019.</p> <p><b>Action: Timo Murphy within 2 weeks</b></p>	
03	<p><b>Cost Review</b></p> <p><i>Post Meeting Note:</i> The scheme costs include allowance for risk pre and post mitigation. The cost estimate provided is construction only and does not include design fees or survey costs.</p>	



	<p><b>Action:</b></p> <ol style="list-style-type: none"> <li>Costs associated with fees and surveys to be included in the cost plan once updated stats have been received. <b>Rebekah Pittard 4 weeks</b></li> <li>Stat diversions estimates will need to be updated for the hospital roundabout following the late agreement by the hospital to the new design. <b>Liam Hames within 3 weeks</b></li> </ol>	
04	<p><b>Funding</b></p> <p>There is a clear understanding of the funding available for the scheme and how this is made up from the LEP and LTP. Whilst the drawdown of the LEP funding is constrained the LTP funding allows for flexibility over years 2019 to 2021. The LEP funding is subject to approval of the Final Business Case.</p>	
05	<p><b>Programme</b></p> <p>A Microsoft Project Programme is in place with key milestones and critical path activities identified. The programme is a standing agenda item at all project team meetings and is reviewed regularly. The programme has little float and has made assumptions on the approval dates for Executive Board, TfL and LEP funding timescales. The timeline for the LEP approvals and Council approvals needs to be confirmed as this will impact on the appointment of a contractor.</p>	
06	<p><b>Risk Register and Risk Management</b></p> <p>The risk register is a standing item on all project team meetings and is reviewed regularly. There is a risk register in place and this uses a RAG status. The risk register assigns costs to all risks pre and post mitigation, identifies owners and rates risk post mitigation to determine whether the mitigation measures are adequate.</p>	
07	<p><b>Survey Strategy</b></p> <p>Whilst there is no survey strategy document in place, a number of surveys have been commissioned and estimates provided for outstanding surveys. A planning validation tracker is being put in place for Blackamoor which identifies all surveys needed to support the planning application.</p> <p><b>Actions:</b></p> <ol style="list-style-type: none"> <li>Growth Team to procure their own Demolition and Condition surveys internally ahead of the contract. <b>Adam Nickson within 4 weeks</b></li> <li>LH to submit fee proposal for outstanding surveys on Haslingden road <b>Liam Hames within 3 weeks</b></li> <li>Growth Team to provide Validation Checklist for Blackamoor <b>Adam Nickson within 3 weeks</b></li> </ol>	



08	<p><b>Procurement Strategy</b></p> <p>The procurement strategy is yet to be confirmed. Various options are being explored. Confirmation on which NEC contract should be used through the councils Framework.</p> <p>An Expression of Interest is to be issued by the council to potential Contractors to discuss sharing risk and cost certainty. The Council's DLO have already expressed an interest.</p>	
09	<p><b>Planning Strategy</b></p> <p>There are no Planning approval requirements needed for Haslingden Road as its being undertaken as permitted development.</p> <p>A full planning application is needed for Blackamoor, this will be supported with the help of the Councils Growth Team. A pre-application meeting is to be scheduled for early March 2019. The supporting survey information for the planning application is being procured.</p> <p><b>Action:</b></p> <ol style="list-style-type: none"> <li>1. Outstanding surveys to be procured in line with the validation check list the Growth Team are providing. <b>Growth Team / Capita within 2 weeks</b></li> </ol>	
10	<p><b>Team Resources</b></p> <p>The necessary people are in place to deliver the scheme. There are no gaps in team resources and those which are needed for the detailed design have been appointed. A signed Call-off is required for Blackamoor to agree on resources and project brief.</p> <p><b>Action:</b></p> <ol style="list-style-type: none"> <li>1. Call-off to be signed for Blackamoor <b>Timo Murphy within 2 weeks</b></li> <li>2. Combine Capita and Client Organogram <b>Rebekah Pittard within 3 weeks</b></li> </ol>	
11	<p><b>Stakeholder Communication and Engagement</b></p> <p>There is no stakeholder communication and engagement plan in place. Council are to confirm what resource is available to support on this. There are two Consultation Events planned for the schemes which will be attended by both Capita and BwD staff, the Growth Team will be supporting this with letter drops and both events will be advertised on the Councils website.</p> <p><b>Action</b></p> <ol style="list-style-type: none"> <li>1. Confirm Council resource to support on communications and engagement to produce the strategy <b>Mike Cliffe within 6 weeks</b></li> </ol>	
12	<p><b>Governance and Decision Making</b></p>	



	<p>Project Team Meetings are held regularly. Any key decisions which need to be made will be raised in this forum with Mike Cliffe. Following this Mike will escalate decisions through Growth Board and Exec Member Briefing.</p>	
<p><b>13</b></p>	<p><b>LEP Full Business Case Submission</b></p> <p>The scheme has a LEP Board indicative approval date programmed in January 2020. Full Business Cases have to be developed, submitted and approved for both Haslingden Road and Blackamoor.</p> <p><b>Actions:</b></p> <ol style="list-style-type: none"> <li>1. Confirm LEP and approvals and associated timescales <b>Mike Cliffe within 4 weeks</b></li> <li>2. WA and MC to sit down and go through the numbers for the Business Case. <b>Walter Aspinall / Mike Cliffe within 6 weeks</b></li> <li>3. AW to provide information regarding houses / commercial space as this will need to be incorporated within both Business Case submissions. <b>Adrian Welsh within 4 weeks</b></li> </ol>	

Table 2