

Appendix 3 - Project deliverability and risk assessment

Risk & Deliverability Assessment																	Overall Risk Assessment				
Project Number	SELEP number	Project Name	Promoter	Public & Stakeholder Acceptability - Assessment	Comment	Feasibility - Assessment	Comment	Planning Risk (securing of powers & consents) - Assessment	Comment	Certainty of total cost estimate	Comment	Affordability / Certainty of local funding sources	Comment	VIM Risk - Assessment	Comment	Complexity / Dependence / Flexibility of Scheme Assessment	Comment	Showstopper Risk	Comment	Programme risk	Comment
LGFSE1	LGF00001	Skills Capital Programme	Centrally held	L		L		L		M	Risk of £14.661 overspend.	L		L		L	Being implemented	L		L	
LGFSE2	LGF00002	Newhaven Flood Defences	East Sussex	L		L		L		L	Capped contribution to Environment Agency led project.	L		L		L		L	Being implemented	L	
LGFSE3	LGF00003	Kent and Medway Growth Hub	Kent	L		L		L		L		L		L		L		L		M	Risk of LGF spend slippage into 2017/18
LGFSE5	LGF00005	Southend Growth Hub	Southend	M	Delay due to Clean Air Act, but issue has been resolved.	L		L		L		L		L		L		L	Being implemented	M	Backloaded spend in 16/17
LGFSE6	LGF00006	Tonbridge Town Centre Regeneration	Kent	M	Risk around Phase 2 - Scheme 4 and possible loss of parking for cycle scheme	L		L		L		L		L		L		L	Being implemented	L	On target to spend within 16/17, capital receipts contribution may go into 2017/18.
LGFSE7	LGF00007	Sittingbourne Town Centre Regeneration	Kent	L		L		M	The detail of the land swap has been agreed with Network Rail but the legal documentation has not been completed.	L		L		L		L	3rd party delivery	M	Risk may increase if planning permission is refused, or major objection to S278 works	M	Backloaded spend in 16/17 and some reprofiling into 17/18
LGFSE8	LGF00008	M20 Junction 4 Eastern Overbridge	Kent	L		L		L		L		L		L		L		L	Being implemented	L	On target
LGFSE9	LGF00009	Tunbridge Wells Jct Improvement Package (formerly A26 London Rd/ Speldhurst Rd/ Yew Tree Rd, Tun Wells)	Kent	L		M	Business case required for additional schemes			M	Most recent cost estimate for proposed improvement has increased. Options to be reviewed.	L		M	Change to scope will need to go through ITE	L		L		M	Change of scope could delay progress. Now forecasting LGF spend of £200k in 2016/17 and £1m in 2017/18.
LGFSE10	LGF00010	Kent Thameside LSTF	Kent	L		L		L		M	Currently looking at new schemes i programme to progress following decision to reduce Bob Dunn way scheme	L		L		L		L	Package of measures being implemented	M	Backloaded spend in 16/17
LGFSE11	LGF00011	Maidstone Gyrotray Bypass	Kent	L		L		M	Legal agreement still outstanding awaiting final signature by MDC	L		L		L		L		L	Being implemented	L	On target to spend LGF within Q2 and Q3 of 16/17, with spend of local contribution in Q4.
LGFSE12	LGF00012	Kent Strategic Congestion Management programme	Kent	L		M	Need to produce Business Case and define scope for remaining of allocation to 2020/21	L		M	Require new schemes to be forward designed	L		M	As BCs provided by year, ITE unable to confirm VIM	L		L	2016/17 schemes being implemented	L	2016/17 LGF spend is ahead of programme.
LGFSE13	LGF00013	Middle Deal transport improvements	Kent	L		L		L		L		L		L		L	3rd party delivery	M	Requires S278 agreement and funding agreement.	M	LGF spend is currently at zero as awaiting signed funding agreement, profiled for LGF spend in Q2, Q3 and Q4 of 2016/17
LGFSE14	LGF00014	Kent Rights of Way improvement plan	Kent	L		L		L		L		L		L		L		L	Being implemented	L	On target with spend forecast for Q3 and Q4
LGFSE15	LGF00015	Kent Sustainable Interventions programme	Kent	M	Risk around consultation (cycle elements)	L		L		M	Currently unable to profile spend for remainder of programme, as scope has yet to be confirmed.	L		M	As BCs provided by year, ITE unable to confirm VIM	L		L	Being implemented	M	Underspend likely in 2016/17 until further schemes come forward
LGFSE16	LGF00016	West Kent LSTF	Kent	M	Consultation on Swanley Master Plan may prevent 2017/18 scheme for Swanley station	L		L		L		M	Match funding for Swanley station improvements may be removed	L		L		L	Being implemented	L	2016/17 On target with spend forecast for Q3 and Q4, but programme of works for 2017/18 to be assessed.
LGFSE18	LGF00018	A289 Four Elms Roundabout to Medway Tunnel Journey time and Network improvements	Medway	L	Informal consultation completed, but full consultation as part of planning.	L		M	Planning application to be submitted in September.	L	Reduced total costs of project due to reduced match funding	L	Total project cost has been reduced to match funding available	M	Business Case to be reassessed.	L		L		M	Delay to the programme, as a result of revised scale of project.
LGFSE19	LGF00019	Strood Town Centre Journey Time and Accessibility Enhancements	Medway	L		L		L	No planning required	L		L		L		L		L	Being implemented	L	
LGFSE20	LGF00020	Chatham Town Centre Place-making and Public Realm Package	Medway	L		L		L	No planning required	L		L		L		L		L	Being implemented	L	
LGFSE21	LGF00021	Medway Cycline Action Plan	Medway	L		L		L		L		L		L		L		L	Being implemented	L	
LGFSE22	LGF00022	Medway City Estate Connectivity Improvement Measures	Medway	L		L		L		L		L		L		L		L	Being implemented	L	
LGFSE23	LGF00023	Halsham/Polegate/Eastbourne Sustainable Transport Corridor	East Sussex	M	Public consultation due at end of Q3/beginning of Q4.	L		L	No land acquisition. No planning required.	L	tbc, but should be scalable	L		L	Business Case to be brought forward for ITE review at end of 2016/17.	L		L	To be implemented 17/18	L	
LGFSE24	LGF00024	Eastbourne and South Wealden Walking and Cycling LSTF package	East Sussex	L		L		L		L		L		L		M		M	Delay to scheme, but not a showstopper risk.	M	Risk of delay to programme due to Knotweed being found alone arossed route.
LGFSE25	LGF00025	Colchester LSTF	Essex	M	Risk around consultation (cycle elements)	L		L		L		L		L		L		L	Being implemented	L	Slippage from 15/16 to 16/17, but should be able to spend within 16/17.
LGFSE26	LGF00026	Colchester Integrated Transport Package	Essex	M	Risk around consultation	L		L		L	tbc, but should be scalable	L		L		L		L	Being implemented	L	LGF spend was deferred to 16/17, so programme risk should be mitigated through longer scheme development phase
LGFSE27	LGF00027	Colchester Town Centre	Essex	H	Delay caused by consultation re: Lexdon Rd Bus Lane element	L		M		L		L		M		L		L	Some risk around scheme element (Lexdon Rd).	M	Potential programme delay and risk to 2016/17.

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LGFS28	LGFO0028	TGSE LSTF - Essex	Essex	L		L		L		L		L		L		L		L	Being implemented	L	Slippage from 15/16 to 16/17, but should be able to spend within 16/17.
LGFS29	LGFO0029	TGSE LSTF - Southend	Southend	L		L		L		M	Potential overspend but SBC to cover	L	No match funding	L		L		L	Being implemented	L	
LGFS30	LGFO0030	TGSE LSTF - Thurrock	Thurrock	L		L		L		L		L		L		L		L	Being implemented	L	
LGFS31	LGFO0031	A414 Pinch Point Package: A414 First Avenue & Cambridge Rd junction	Essex	M		M		M		M		L		M		M	Delay in procurement. Complex project being procured for Design and Build	M	Risk until tender exercise is completed later in the year (Nov)	M	Backloaded spend in 16/17
LGFS32	LGFO0032	A414 Maldon to Chelmsford BBS	Essex	L		L		L		L		L		L		L		L	Being implemented	L	
LGFS33	LGFO0033	Chelmsford Station / Station Square / Mill Yard	Essex	M	Delays due to complexity	L		L		L		L		L		H	Complex delivery involving Essex County Council, Network Rail and Train Operating Companies. Delays to forecourt works	M	Complex project	M	Potential delivery risk due to complexity. Risk of slippage in 2016/17.
LGFS34	LGFO0034	Basildon Integrated Transport Package	Essex	L		L		L		L		L		L		M		L	Being implemented	L	No LGF spend forecast until 17/18
LGFS35	LGFO0036	Queensway Gateway Road	East Sussex	L	Consultation complete	L		L	Judicial review threat no longer present	L		L		L		L		L	Judicial review threat no longer present	M	Backloaded spend in 16/17
LGFS42	LGFO0038	A28 Chart Road	Kent	L		L		L		L		M	Developer Payments from 2015/16 still outstanding & S278 Agreement not signed due to Form of Bond disagreement	L		L		L	Being implemented	L	2016/17 On target, but with majority of spend forecast for Q4
LGFS43	LGFO0039	Maldstone Integrated Transport	Kent	M		M	Need to produce BC for phase 2 of LGF allocation	L		L		M		M	As BC only provided for Phase 1, ITE unable to confirm VfM	L		L	Being implemented	M	Decision on S106 in August 2016/17 and delay may affect ability to deliver scheme in 2016/17 with Gyratory works also taking place. Will need to replace works programme for 2016/17 with possible contributions helping to deliver final scheme in 2017/18
LGFS44	LGFO0040	A28 Sturry Link Road	Kent	L		L		M	Planning permission required	M		M	Developer match funding required	L		L		M	Heads of terms still to be signed off for match funding. Network Rail involved in project, as the new road crosses the railway.	M	2016/17 LGF spend reduced from £1m to £000k, due to revised programme for land purchase.
tbc1	LGFO0041	Thanet Parkway	Kent	M	Subject to detail in BC. Require positive support from DfT Rail (as Franchisee)	L	Project is feasible	M	Planning permission required	H	Latest cost estimate is significantly above £10m LGF allocation, so currently a funding gap exists. Further design/cost work on-going	H	Funding gap	M	VfM uncertain	M	tbc	H	Current funding gap	H	Key risk issues currently unresolved - implications for programme.
tbc2	LGFO0042	Hastings and Bexhill junction capacity improvements package	East Sussex	L	Within highway	L		L		L	tbc, but should be scalable	L		L	VfM uncertain, but probably good VfM	L		L		L	No LGF spend forecast until 17/18
tbc3	LGFO0043	Hastings and Bexhill LSTF walking and cycling package	East Sussex	M	To be completed	L		L		L	tbc, but should be scalable	L		L	VfM uncertain, but probably good VfM	L		L		L	No LGF spend forecast until 18/19
tbc4	LGFO0044	Eastbourne town centre LSTF access & improvement package	East Sussex	M	Design to be revisited due to stakeholder comments	L		L		L		L		L		L		L		M	Consultation > potential delay risk.
tbc5	LGFO0045	Southend Central Area Action Plan (SCAAP) - Transport Package	Southend	M		L		L		L	tbc, but should be scalable	L	No match	L	Business Case approved for £1m LGF in April 2016. Future years to be approved.	L	tbc	L		M	Backloaded spend in 16/17
tbc6	LGFO0046	Thurrock Cycle Network	Thurrock	M		L		L		L	tbc, but should be scalable	L		L	Business Case approved for £1.8m LGF in April 2016. Future years to be approved.	L		L		M	Consultation > delay risk and request to reprofile £1.1m
tbc7	LGFO0047	London Gateway/Stanford le Hope	Thurrock	M	Subject to detail in BC	L		L		M	Risk linked to complexity	L		M	VfM uncertain	L / M	Low for Phase 1. M for Phase 2 (Station refurb)	L		M	Phase 1 planning on spending in Q4 of 16/17 > tight programme. Phase 2 more complex and greater inherent risk.
tbc8	LGFO0048	A133 Chelmsford to Braintree	Essex	L	Within highway	L		L		L		L		L	VfM uncertain	L		L		L	No LGF spend forecast until 17/18
tbc9	LGFO0049	A414 Harlow to Chelmsford	Essex	L	Within highway	L		L		L		L		L	VfM uncertain	L		L		L	No LGF spend forecast until 18/19
tbc10	LGFO0050	A133 Colchester to Clacton	Essex	L	Within highway	L		L		L		L		L	VfM uncertain	L		L		L	No LGF spend forecast until 18/19
tbc11	LGFO0051	A133 Braintree to Sudbury	Essex	L	Within highway	L		L		L		L		L	VfM uncertain	L		L		L	No LGF spend forecast until 19/20
tbc12	LGFO0052	A13 Widening - development	Thurrock (retained)	H	Likely to be contentious	L	tbc	M	Subject to detail in BC	M	Large-scale project with risk of cost over-run	L		M	Business Case for full project to be developed	M		M	Approval process for drawing down funds	M	Consultation > delay risk
LGFS45	LGFO0053	Rathmore Road	Kent	L		L		L		L		L		L		L		L	Being implemented	L	2016/17 On target with majority of spend forecast for Q3 with completion by end of 2016
LGFS46	LGFO0054	A28 Sturry Rd Integrated Transport Package	Kent	L		L		L		L		L		M	Change to scope may need to go through ITE	L		L	Delay to scheme to 2017/18	L	
LGFS47	LGFO0055	Maldstone Sustainable Access to Employment	Kent	L		L		L		M	Total cost may come in higher than estimate due to complexity of work	L		M		M	Works may need to be carried out from River and so construction constraints	L	Being implemented, awaiting tender process	M	On target to spend majority LGF within Q3 and Q4 of 16/17, with Maldstone BC contribution in Q4 and possibly early 2017/18
tbc13	LGFO0056	Purfleet Centre	Thurrock	L	Subject to detail in BC	L		L	Subject to detail in BC	L	Subject to detail in BC	L		M	VfM uncertain	M	tbc	L		M	LGF to fund land acquisition in 16/17 and risk of slippage into 2017/18
tbc14	LGFO0057	Southend and Rochford Joint Area Action Plan (Essex project)	Southend	M		M		M		L	Uncertain but SBC to fund underspend.	L	SBC match	M	VfM uncertain	M	tbc	M	Management risk	M	Management potentially complex between Essex/Southend. Backloaded spend in 16/17
tbc15	LGFO0058	Dover Western Dock Revival	Kent	L	Developer led, within developer land.	L	tbc	L	tbc	H	Funding eligibility uncertain, so question whether scheme delivers net additionality (or would have been delivered anyway).	L		M	VfM uncertain	L	3rd party delivery	H	Funding eligibility risk	H	Planned to spend in 2016/17, but risk that this will now not happen without approved business case
LGFS48	LGFO0059	Ashford Spurs	Kent	M	Subject to detail in BC	M	Project is feasible. However, should seek assurance that HS1 services would stop at Ashford if infrastructure provided.	M	Subject to detail in BC	H	Cost increase from £5m to £10.5m. Currently a funding gap to be provided as part of LGF3 bid.	M	Awaiting outcome of LGF Round 3 funding bid.	M	VfM uncertain	H	Mix of funding parties, NR delivery, and HS1 operator.	H	Funding risk, dependant on LGF3 bid	H	Funding risk, Business Case coming to Accountability Board in Sept
tbc17	LGFO0061	Rochester Airport	Medway	M	Planning decision was challenged. Judicial review has delayed project.	L		H	Planning approval is required from Medway Council and also has to be permitted by Tonbridge & Malling (subsequent to Medway)	M		L	Rochester Airport Ltd managing project.	L		M		M	Planning issues and delay to delivery	M	Delay to the programme and risk of £1m slippage in 2016/17.

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tbc18	LGF00062	Folkestone Seafont (non-transport)	Kent	L		L		L		L		L		L		M	Being delivered by third party	L		M	Project is being delivered by third party
tbc19	LGF00063	Chelmsford City Growth Area Scheme	Essex	M	tbc	L	tbc	L	tbc - but expect to be within highway.	L		L		L	VIM uncertain, but probably avoid VIM	L	tbc	L		L	No LGF spend forecast until 17/18. Consultation > possible delay risk
tbc20	LGF00064	Chelmsford Flood Alleviation Scheme	Essex	M	tbc	M	tbc	M	tbc	M	tbc	L		M	tbc	M	tbc	L		M	tbc - need to understand risk and cause of recent delay better.
LGFSE49	LGF00066	Swallow Business Park, Hailsham (A22/A27 Growth Corridor)	East Sussex	L		L		L		L		L		L		L		L		L	
LGFSE130	LGF00067	Sovereign Harbour (aka Strategic Site Investment Package)	East Sussex	L		L		L		L		L		L		L		L		L	
	LGF00068	Housing Regeneration Project (Coastal Group)	Held Centrally	M	tbc	M	tbc	M	tbc	M	tbc	M	Needs to go through ITE	M	tbc	M	tbc	M	Needs to go through ITE before spend in 16/17. Risk of delay to programme.	M	
tbc22	LGF00070	Beaulieu Park Railway Station	Essex	M	Need to secure stakeholder and political buy-in	M	tbc	M	tbc	H	Complex rail project	H		M	VIM uncertain	H	Complex delivery - CCC, NI and Developer (MOU signed between parties).	M	Complex. Delay could also mean implementation post LGF programme period.	H	Complex rail project
tbc23	LGF00071	M20 Junction 10a	Centrally held	M		L	tbc	M	Subject to detail in BC	M	HCA centrally held funding (part of LGF). Issue of whether developer contributions can be secured to fund / finance the HCA contribution. Resolution pending.	M	Risk on the timing of developer contributions	M	VIM uncertain	M	Funding via HCA to Ashford, HE and Developer involvement. However, funding and delivery route agreed.	M	Subject to HCA funding issue	M	Subject to HCA funding issue
tbc24	LGF00072	A226 London Road/B255 St Clements Way	Kent	L		L		L		L		L	Match funding secure	M	VIM uncertain	L		L		L	Works advanced to 2016/17. Potential to accelerate programme.
tbc25	LGF00073	A22/A27 junction improvement package	East Sussex	M	tbc	M	Feasibility work to be completed.	L	To be completed.	M	Currently unknown.	L		L	tbc	L	tbc	L	tbc	L	No LGF spend forecast until 19/20
LGFSE37	LGF00079	A127 Fairglen Junction Improvements	Essex (retained)	M	tbc	L		M	tbc	M	Some cost uncertainty	L		M	VIM uncertain	L	tbc	L	tbc - but unlikely to be showstopper risks	M	DfT / HE processes and planning present programme risks
LGFSE38	LGF00080	A127 Capacity Enhancements Road Safety and Network Resilience (RCC)	Essex (retained)	L		L		L		L		L		L		L		L	Being implemented	L	
LGFSE39	LGF00081	A127 Kent Elms Corner	Southend (retained)	L		L		M	Transfer of private land to Highway	M	Final cost uncertainty, as bridge will be included. This will be covered from A127 Essential Bridge and Highways Maintenance or SBC	L	£0.8m from maintenance.	L		L	Scheme option selection underway	L		M	Backloaded spend in 16/17
LGFSE40	LGF00082	A127 The Bell	Southend (retained)	M	Scheme options to commence	L		M	tbc	M	Some cost uncertainty because of early stage of design, but covered locally if there is overpend.	L	SBC match funding	M	VIM uncertain	L	tbc	L		L	No LGF spend forecast until 17/18
LGFSE41	LGF00083	A127 Essential Bridge and Highway Maintenance - Southend	Southend (retained)	M	tbc	L		M	tbc but not expected	M	Some cost uncertainty. Flexibility to change package.	L	No match	M	Business Case for £1m to be considered by Accountability Board.	L	tbc	L		M	Backloaded spend in 16/17
LGFSE51	LGF00085	North Beahill Access Road and Beahill Enterprise Park	East Sussex	L	Consultation complete	L		L	Judicial review threat no longer present	L		L		L		L		L		L	Accelerated spend in 2016/17 and potential to increase LGF spend in 2017/18 too.

END