

OPTIONS APPRAISAL																											
1. General Information																											
Directorate	Economy	Portfolio/Committee	Leader																								
Project Title	COUNCIL HOUSE COMPLEX WORKS – PHASE 3a	Project Code	CA-02870-03																								
Project Description	<p>There is a requirement to invest in the long term future of the Council House complex to ensure that it will continue to function at the heart of civic governance for the Council in future years.</p> <p>Taking account of the Council's current financial position the recommended proposal is to defer further works to the Council House complex and agree the allocation of revenue funding (circa £2m) up to 2022 to enable the Council House complex to be kept operational.</p> <p>This reduced programme would include the requirement for further ongoing testing (to comply with the Electricity at Work Act) and the likelihood that further remedial works will be required to the electrical and mechanical installations to ensure that the Council House Complex remains operational during this period, which is anticipated to be 4/5 years.</p> <p>As previously indicated it must be recognised that the adoption of this option will require ongoing testing and maintenance works and there is no guarantee that the whole complex can remain operational without potentially significant investment in the electrical and mechanical installations.</p> <p>Options are also being considered for the potential commercialisation of identified surplus space at the Council House Extension (Margaret Street Offices). All released space where identified would be marketed by way of long lease.</p> <p>Finance</p> <table border="1"> <thead> <tr> <th>Cabinet</th><th>Amount</th><th>Description</th><th>Balance</th></tr> </thead> <tbody> <tr> <td>18/10/2016</td><td>£500k</td><td>Development of Business case</td><td>0</td></tr> <tr> <td>12/12/2017</td><td>£500k</td><td>Further Development of scheme</td><td>50,000</td></tr> <tr> <td>21/03/2017</td><td>£500k</td><td>Place Directorate £337,500– concept design of BMAG Proposals Amends to scheme-£162,500</td><td>tbc</td></tr> <tr> <td>Tbc at 11/12/18 Cabinet</td><td>c.£2m</td><td>Recommended Proposal Improvement Works including - Electrical Testing & remedial works.</td><td></td></tr> <tr> <td></td><td></td><td></td><td></td></tr> </tbody> </table>			Cabinet	Amount	Description	Balance	18/10/2016	£500k	Development of Business case	0	12/12/2017	£500k	Further Development of scheme	50,000	21/03/2017	£500k	Place Directorate £337,500– concept design of BMAG Proposals Amends to scheme-£162,500	tbc	Tbc at 11/12/18 Cabinet	c.£2m	Recommended Proposal Improvement Works including - Electrical Testing & remedial works.					
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Links to Corporate and Service Outcomes	<p>The proposals in this report contribute to the City Council Plan 2018-2022 specifically supporting the 5 strategic outcomes of:</p> <ol style="list-style-type: none"> 1. Birmingham is an entrepreneurial city to learn, work and invest in 2. Birmingham is an aspirational city to grow up in 3. Birmingham is a fulfilling city to age well in 4. Birmingham is a great city to live in 5. Birmingham residents gain the maximum benefit from hosting the Commonwealth Games <ul style="list-style-type: none"> • The proposal supports the Council's strategic approach to managing assets, ensuring they are fit for purpose in terms of suitability, sufficiency, condition, cost, environmental impact and affordability.
Project Benefits	<ul style="list-style-type: none"> • When the proposed major improvement works to the building are completed it will comply with current legislation standards and be more energy efficient due the introduction of energy saving measures, increased controls etc. • The major works would enable the retention of a significant Grade II* historic building for continued use by the Council. • If undertaken, the major works would increase the operational life of the services installations by a minimum of 30 years. • Potential income can be realised from commercialisation of identified surplus space in the Council House Extension – i.e. Margaret St and areas released by Birmingham Museums Trust. • The proposal to, as an interim measure, undertake limited redecoration works to parts of the building and repairs to the services infrastructure will hopefully, enable the building to be available to host functions relating to the Commonwealth Games in 2022.
Project Deliverables	<p>Recommended Option:</p> <ul style="list-style-type: none"> • To undertake on-going testing of the electrical installation to meet the requirements of the Electricity at Work Act. • To undertake, as necessary, maintenance works to the mechanical infrastructure to ensure services (heating, water supplies etc.) are maintained and remain operational. • To undertake remedial repairs, as required, to meet legislative requirements and to keep the complex operational. • To develop a scheme of works to undertake limited redecoration to parts of the complex, as necessary. • To progress proposals for a commercial letting of the Margaret Street offices.

Procurement Implications	Procurement In accordance with the proposed recommendation there are no procurement issues identified at this time as all remedial works etc will be undertaken utilising existing framework contracts (Construction West Midlands Framework) Any proposed refurbishment proposals including decorative work ahead of the Commonwealth Games will be brought forward as a further FBC in due course.		
Taxation Implications	There will be no tax implications for the work procured via BCC.		
Accountable Body	Not Applicable		
Key Project Milestones		Planned Delivery Dates	
Submit Cabinet Report		Dec '18	
Carry out Electricity at Work Testing		Estimated Jan '19 – April '19 (3/4 months)	
Carry out remedial repair work		TBC	
Review Commercialisation Opportunities		July 2019	
Decant Margaret Street		TBC	
Dependencies on other projects or activities	<ul style="list-style-type: none">Allocation of sufficient funding to:<ul style="list-style-type: none">carry out the electrical testing to comply with the requirements of the Electricity at Work Act.undertake remedial repairs to the services infrastructure to ensure the Council House complex remains operational.develop a scheme of required redecoration works to the complex.Cabinet approval to pursue the potential disposal of Margaret Street Offices by way of a long lease.		
Achievability	Birmingham Property Services have extensive experience and knowledge of delivering a diverse range of refurbishment projects.		
Project Manager	Phil Andrews – Head of Operational Property Management		
Project Accountant	Alison Jarrett – Assistant Director Finance		
Project Sponsor	Kathryn James – Assistant Director of Property (Interim)		
Proposed Project Board Members	Kathryn James – BPS Phil Andrews – BPS TBC – Council House Building Manager / Project Manager Finance – Nigel Greenwood Ellen McAdam – BMT		
Finance Business Partner (FBP)	Martin Easton	Date of FBP Approval	
Other Mandatory Information			

APPENDIX 1

• Has project budget been set up on Voyager?	Yes
• Issues and Risks updated <i>(Please attach a copy to the PDD and on Voyager)</i>	Yes

2. Options Appraisal Records

The following sections are evidence of the different options that have been considered in arriving at the proposed solution. All options should be documented individually.

Option 1a	Do Nothing; defer major works to Council House complex for say 5 years and do not maintain mechanical and electrical installations in an operable and safe condition – Total Cost nil
Information Considered	<p><i>What information was considered in evaluating the option – this must be the same for each option considered.</i></p> <ul style="list-style-type: none"> • The current financial position of the Council. • Historic status – Grade II* listed building. • Electricity at Work Act - Legislative requirements. • The continuation of Council services being delivered from the Council House complex. • The cost of delivering the service from these buildings including staff and running costs. • Commonwealth Games – requirements as a host city. • Commercialisation opportunities.
Pros and Cons of Option	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> • Civic and democratic operations will continue to take place in the Council House complex. • Limited disruption to Council services operating from the complex. • Deferred capital expenditure. <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> • Part of the electrical installation may fail leading to closure of parts of the complex unless significant investment is made. • Increased risks associated with non replacement of time expired electrical installation. • Mechanical and electrical installations will continue to require ongoing maintenance and remedial works to remain in use as they will be at the end of their useful life. • Loss of opportunity to consider potential commercialisation of identified surplus spaces.
People Consulted	<p><i>Who was consulted regarding development of key elements of this option</i></p> <p>Internal - The Cross Party Working Group of Members (chaired the Leader of the Council), Project Board and officers from Property Services, Finance, Procurement, Place Directorate and Legal Services have been involved in the preparation of this report. The Council House Building Management Team and the Conservation Officer have also been engaged.</p> <p>External - Birmingham Museums Trust (BMT) have been engaged in the proposals to refurbish the Council House</p>

	complex; Capita ICTDS have also been engaged in relation to the works required to the ICT Infrastructure within the complex. Historic England have been consulted in relation to the proposed works together with others i.e. Engie, Paradise Circus development team etc.
Recommendation	Abandon
Principal Reason for Decision	High Risk of reputational damage due to the Council House complex not meeting legislative requirements.
Option 1b	Do Minimum; to defer further works to the Council House complex and agree the allocation of revenue funding (circa £2m) up to 2022 to enable the Council House complex to be kept operational.
Information Considered	<ul style="list-style-type: none"> • The current financial position of the Council. • Historic status – Grade II* listed building. • Electricity at Work Act - Legislative requirements. • The continuation of Council services being delivered from the Council House complex. • The cost of delivering the service from these buildings including staff and running costs. • Commonwealth Games – requirements as a host city. • Commercialisation opportunities
Pros and Cons of Option	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> • Civic and democratic operations will continue to take place in the Council House complex. • Limited disruption to Council services operating from the complex. • Deferred capital expenditure. • Proposed that electrical Installations be safety tested and remedial works carried out in order to meet legislative requirements. • Minor Improvements to the building ahead of the Commonwealth Games in 2022. <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> • Mechanical and Electrical Installations will continue to require increased maintenance as they will be at the end of their useful life. • Increased risks of disruption relating to the time expired electrical installation whilst testing is carried out and remedial works (as necessary) undertaken.
People Consulted	Internal - The Cross Party Working Group of Members (chaired the Leader of the Council), Project Board and officers from Property Services, Finance, Procurement, Place Directorate and Legal Services have been involved in the preparation of this report. The Council House Building Management Team and the

	<p>Conservation Officer have also been engaged.</p> <p>External - Birmingham Museums Trust (BMT) have been engaged in the proposals to refurbish the Council House complex; Capita ICTDS have also been engaged in relation to the works required to the ICT Infrastructure within the complex. Historic England have been consulted in relation to the proposed works together with others i.e. Engie, Paradise Circus development team etc.</p>
Recommendation	Proceed with this option
Principal Reason for Decision	<p><i>What are the key reasons for the recommendation regarding this option</i></p> <p>This option will attempt to ensure that the electrical installation is tested to ensure its compliance with legislative requirements with the aim of keeping the Council House complex operational until 2022.</p>
Option 2a	Replacement of Mechanical & Electrical installations and making good works to Council House (Phase 1) only – Total Capital Cost £33.5m capital – Revenue Cost £1.0m to decant exhibits to Council House Extension.
Information Considered	<ul style="list-style-type: none"> • The current financial position of the Council. • Historic status – Grade II* listed building. • Electricity at Work Act - Legislative requirements. • The continuation of Council services being delivered from the Council House complex. • The cost of delivering the service from these buildings including staff and running costs. • Commonwealth Games – requirements as a host city. • Commercialisation opportunities.
Pros and Cons of Option	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> • Replacement of mechanical & electrical installations. • Electrical installations will meet legislative requirements. • Opportunity to improve existing facilities and introduce energy saving measures to reduce running costs. • Improvements to the building ahead of the Commonwealth Games. <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> • Complete decant of the Council House building. • Disruption to Council services during the works. • Significant capital expenditure – c£33.5m. • Loss of opportunity to carry out BMAG improvement works at the same time as re-wire.
People Consulted	Internal - The Cross Party Working Group of Members (chaired the Leader of the Council), Project Board and officers from Property Services, Finance, Procurement, Place Directorate and Legal Services have been involved in the preparation of this

	<p>report. The Council House Building Management Team and the Conservation Officer have also been engaged.</p> <p>External - Birmingham Museums Trust (BMT) have been engaged in the proposals to refurbish the Council House complex; Capita ICTDS have also been engaged in relation to the works required to the ICT Infrastructure within the complex. Historic England have been consulted in relation to the proposed works together with others i.e. Engie, Paradise Circus development team etc.</p>
Recommendation	Abandon
Principal Reason for Decision	Given the Council's current financial position this option is unaffordable at this time.

Option 2b	<p>Replacement of mechanical & electrical installations, reconfiguration of Council House (Phase 1 only) to accommodate BMT proposals including new circulation core, forming of new accessible entrance off Chamberlain Square and builders works to provide new restaurant facility in the Water Hall etc. – Total Capital Cost £45.3m - Revenue Cost £1.0m to decant exhibits to Council House Extension.</p>
Information Considered	<ul style="list-style-type: none"> • The current financial position of the Council. • Historic status – Grade II* listed building. • Electricity at Work Act - Legislative requirements. • The continuation of Council services being delivered from the Council House complex. • The cost of delivering the service from these buildings including staff and running costs. • Commonwealth Games – requirements as a host city. • Potential commercialisation opportunities.
Pros and Cons of Option	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> • Replacement of mechanical & electrical installations. • Electrical installations will meet legislative requirements. • Opportunity to improve existing facilities and introduce energy saving measures to reduce running costs. • Improvements to the building ahead of the Commonwealth Games. • Opportunity to significantly enhance the BMAG offering. <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> • Complete decant of the Council House building during the works. • Disruption to services during the works. • Significant capital expenditure – c£45.3m. • Cost associated with decant of museum exhibits – revenue cost of £1.0m. • Closure of BMAG during the works.
People Consulted	Internal - The Cross Party Working Group of Members (chaired

	<p>the Leader of the Council), Project Board and officers from Property Services, Finance, Procurement, Place Directorate and Legal Services have been involved in the preparation of this report. The Council House Building Management Team and the Conservation Officer have also been engaged.</p> <p>External - Birmingham Museums Trust (BMT) have been engaged in the proposals to refurbish the Council House complex; Capita ICTDS have also been engaged in relation to the works required to the ICT Infrastructure within the complex. Historic England have been consulted in relation to the proposed works together with others i.e. Engie, Paradise Circus development team etc.</p>
Recommendation	Abandon
Principal Reason for Decision	Given the Council's current financial position this option is unaffordable at this time.
Option 3	Replacement of mechanical & electrical installations and making good to whole Council House complex (phase 1 – Council House, Phase 2 – Council House Extension) – Total Capital Cost £61.3m – Revenue Cost £6.0m to decant all exhibits to temporary store.
Information Considered	<ul style="list-style-type: none"> • The current financial position of the Council. • Historic status – Grade II* listed building. • Electricity at Work Act - Legislative requirements. • The continuation of Council services being delivered from the Council House complex. • The cost of delivering the service from these buildings including staff and running costs. • Commonwealth Games – requirements as a host city. • Potential commercialisation opportunities.
Pros and Cons of Option	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> • Replacement of mechanical & electrical installations throughout the Council House complex. • Electrical installations will meet legislative requirements • Opportunity to improve existing facilities and introduce energy saving measures to reduce running costs. • Improvements to the building ahead of the Commonwealth Games. <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> • Significant capital expenditure – c£61.3m. • Complete decant of the Council House complex. • Disruption to services during the works. • Cost associated with decant of museum exhibits to a temporary store – revenue cost of £6.0m. • Lengthy closure of BMAG during the works.
People Consulted	Internal - The Cross Party Working Group of Members (chaired

	<p>the Leader of the Council), Project Board and officers from Property Services, Finance, Procurement, Place Directorate and Legal Services have been involved in the preparation of this report. The Council House Building Management Team and the Conservation Officer have also been engaged.</p> <p>External - Birmingham Museums Trust (BMT) have been engaged in the proposals to refurbish the Council House complex; Capita ICTDS have also been engaged in relation to the works required to the ICT Infrastructure within the complex. Historic England have been consulted in relation to the proposed works together with others i.e. Engie, Paradise Circus development team etc.</p>
Recommendation	Abandon
Principal Reason for Decision	Given the Council's current financial position this option is unaffordable at this time.

Option 4	<p>Replacement of mechanical & electrical installations, reconfiguration of Council House complex (Phase 1 – Council House, Phase 2 – Council House Extension) to accommodate BMT proposals, including new circulation core, forming of new accessible entrance off Chamberlain Square and builders works to provide new restaurant facility in the Water Hall, structural adaptations to galleries etc. – Total Capital Cost £81.4m – Revenue Cost £6.0m to decant all exhibits to temporary store.</p>
Information Considered	<ul style="list-style-type: none"> • The current financial position of the Council. • Historic status – Grade II* listed building. • Electricity at Work Act - Legislative requirements. • The continuation of Council services being delivered from the Council House complex. • The cost of delivering the service from these buildings including staff and running costs. • Commonwealth Games – requirements as a host city. • Potential commercialisation opportunities.
Pros and Cons of Option	<p><i>What were the advantages/positive aspects of this option?</i></p> <ul style="list-style-type: none"> • Replacement of Mechanical & Electrical installations throughout the complex. • Electrical Installations will meet legislative requirements. • Opportunity to improve existing facilities and introduce energy saving measures to reduce running costs. • Improvements to the building (phase 1 – Council House) ahead of the Commonwealth Games. • Opportunity to significantly improve the museum offering with new modern facilities including the repurposing of the Waterhall into a restaurant. <p><i>What are the Disadvantages/negative aspects of this option?</i></p> <ul style="list-style-type: none"> • Significant capital expenditure – c£81.4m.

	<ul style="list-style-type: none"> • Complete decant of the Council House complex. • Disruption to services during the works. • Cost associated with the decant of museum exhibits to a temporary store – revenue £6.0m. • Lengthy closure of BMAG during the works. • Intrusive surveys required. • Challenges working with Grade II* listed building. • Insufficient time for BMT fundraising.
People Consulted	<p>Internal - The Cross Party Working Group of Members (chaired the Leader of the Council), Project Board and officers from Property Services, Finance, Procurement, Place Directorate and Legal Services have been involved in the preparation of this report. The Council House Building Management Team and the Conservation Officer have also been engaged.</p> <p>External - Birmingham Museums Trust (BMT) have been engaged in the proposals to refurbish the Council House complex; Capita ICTDS have also been engaged in relation to the works required to the ICT Infrastructure within the complex. Historic England have been consulted in relation to the proposed works together with others i.e. Engie, Paradise Circus development team etc.</p>
Recommendation	Abandon
Principal Reason for Decision	Given the Council's current financial position this option is unaffordable at this time.

APPENDIX 1

3. Summary of Options Appraisal – Price/Quality Matrix													
	Options						Weighting	Weighted Score					
Criteria	1a	1b	2a	2b	3	4		1a	1b	2a	2b	3	4
Total Capital Cost	4	4	3	2	1	1	30	1.2	1.2	0.9	0.6	0.3	0.3
Full Year Revenue Consequences	1	1	2	3	4	3	10	0.1	0.1	0.2	0.3	0.4	0.3
Quality Evaluation Criteria e.gs													
1)Affordability	4	4	1	1	1	1	15	0.6	0.6	0.15	0.15	0.15	0.15
2) Minimum Statutory Requirements	4	4	3	3	2	2	20	0.8	0.8	0.6	0.6	0.4	0.4
3) Council Plan 2018-2022	1	2	2	2	3	4	15	0.15	0.3	0.3	0.3	0.45	0.6
4) Service Delivery	1	1	3	3	3	4	10	0.1	0.1	0.3	0.3	0.3	0.4
Total	15	16	14	14	14	15	100%	2.95	3.1	2.45	2.25	2	2.15

Options

1a	Do Nothing ; defer major works to Council House complex for say 5 years and do not maintain mechanical and electrical installations in an operable and safe condition – Total Cost Nil
1b	Do Minimum; to defer further works to the Council House complex and agree the allocation of revenue funding (circa £2m) up to 2022 to enable the Council House complex to be kept operational.
2a	Replacement of Mechanical & Electrical installations and making good works to Council House (Phase 1) only – Total Capital Cost £33.5m capital – Revenue Cost £1.0m to decant exhibits to Council House extension
2b	Replacement of Mechanical &Electrical installations, reconfiguration of Council House (Phase 1 only) to accommodate BMT proposals, including new circulation core, forming of new accessible entrance off Chamberlain Square and builders works to provide new restaurant facility in the Water Hall etc. – Total Capital Cost £45.3m - Revenue Cost £1.0m to decant exhibits to Council House Extension
3	Replacement of Mechanical & Electrical installations and making good to whole Council House complex (phase 1 – Council House, Phase 2 – Council House Extension) – Total Capital Cost £61.3m – Revenue Cost £6.0m to decant all exhibits to temporary store.
4	Replacement of Mechanical &Electrical installations, reconfiguration of Council House complex (Phase 1 – Council House, Phase 2 – Council House Extension) to accommodate BMT proposals, including new circulation core, forming of new accessible entrance off Chamberlain Square and builders works to provide new restaurant facility in the Water Hall, structural adaptations to galleries etc. – Total Capital Cost £81.4m – Revenue Cost £6.0m to decant all exhibits to temporary store

Scoring: 1- Very High, 2 - Fairly High, 3- Average, 4- Nominal

4. Option Recommended	<p><i>Which option, from those listed in the Options Appraisal Records above, is recommended and the key reasons for this decision.</i></p> <p>Recommendation</p> <p>Adopt the proposal Option 1b:</p> <p>Do Minimum; to defer further works to the Council House complex and agree the allocation of revenue funding (circa £2m) up to 2022 to enable the Council House complex to be kept operational.</p> <p>This is the most affordable option where we can meet our statutory obligations in regards to the Electricity At Work Regulations 1989.</p>
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5. Budget information						
	Voyager Code	Financial Year 16/17	Financial Year 17/18	Financial Year 18/19	Later Years	Totals
Capital Costs & Funding		£ 000's	£ 000's		£ 000's	£
Expenditure:						
Development costs to proceed to Full Business Case	CA02870-03	130	324	533	13	1,000
Policy contingency expenditure via Place Award to BMT					337	337
Transfer to CA02870-03				163		163
Totals		130	324	696	350	1,500
Funding						
Development costs funded by: (Please itemise)	CA02870-03	130	324	533	13	1,000
Corporate Resources						
Other Costs Funded by: Policy contingency					337	337
Place award to BMT				163		163
Allocated to CA02870-03						
Totals		130	324	696	350	1,500
Revenue Consequences						
Expenditure						
Other Costs to complete project Essential Works (subject to approval)					2,000	2,000
Income						
Savings						
Totals					2,000	2,000
Funded By:						
Current Budgetary Provision	Specify codes where budget is found on Voyager					
Other revenue resources identified: (Please itemise)						
Totals						

6. Project Development Requirements/Information	
Products required to produce Full Business Case	<p><i>This should be a full list of the items required in order to produce a Full Business Case.</i></p> <ul style="list-style-type: none"> • Programme of works • Electricity Testing Schedule • Works Order • Cost Planning • Consultation • Risk Register • Surveys •
Estimated time to complete project development	<p><i>Give an estimate of how long it will take to complete the delivery of all the products stated above, and incorporate them into a Full Business Case.</i></p> <p>6 months</p>
Estimated cost to complete project development	<p><i>Provide details of the development costs shown in Section 5 above. This should include an estimate of the costs of delivering all the products stated above, and incorporating them into a Full Business Case. The cost of internal resources, where these are charged to the project, should be included. A separate analysis may be attached.</i></p> <p><i>Development costs in section 5 above relate to the full redevelopment proposal progressed to date to the end of RIBA Stage 3a.</i></p>
Funding of development costs	<p><i>Provide details of development costs funding shown in Section 5 above.</i></p> <p><i>These are as listed in the Finance table at the front of this Options Appraisal.</i></p>

Planned FBC Date	<i>Date service expects to receive FBC approval (month/year)</i>	Planned Date for Technical Completion	<i>Date service anticipates physical completion of the project (month/year)</i>
	June 2019		June 2019 – Dec 2022

APPENDIX 1

Risk Register

Description of risk	Impact	Probability	Existing controls	Action Required	Lead responsibility
Programme slips	High	Low	A draft programme will be compiled in line with the schedule of activities to ensure the works are completed ahead of the Commonwealth Games in 2022.	Work activity schedules will be revisited and amended as is appropriate. Project Manager to closely monitor activities.	BPS
Electricity at Work testing reveals the need for priority remedial works beyond allowances within £2m budget.	High	High	Testing will be carried out based on c40% of the overall services infrastructure within the Council House complex using the results of the previous testing carried out in 2016 for guidance.	Appropriate contingency allowance to be made to cover this risk.	Finance
User expectations are insufficiently managed.	Low	Low	Ensure relevant stakeholders are consulted. Project brief to be reviewed by Project Team / Stakeholders.	Regular updates will be held and shared with stakeholders using appropriate communication tools e.g. social media, public meetings.	BPS
Failures associated with non-electrical installations (heating, plumbing, drainage) or the building fabric (roof, rainwater installations, windows) occur that are unable to be funded through available maintenance budget.	High	High	Causes of existing evident problems of water ingress and other matters of concern e.g structurally to be investigated.	Appropriate contingency allowance to be made to cover this risk.	Finance
Delays in the decant of Margaret Street Offices may impact commercialisation options	High	Low	Ensure Corporate Landlord review requirements and schedule the decant into service plans. Place Directorate to plan for relocation.	On-going liaison with Corporate Landlord and Place Directorate.	BPS