

CHAPELCROSS (CX) SITE TRANSFORMATION - PROGRESS UPDATE

1. Purpose of Report

1.1 The purpose of the report is to present Members with an update on the Chapelcross (CX) site transformation progress and activities, following approval at the Full Council meeting on 26 September 2019 to set up the new CX Programme [Chapelcross Site Transformation Programme (2095)].

1.2 To present Members with an assessment of the current CX Programme RAID (risk, assumptions, issues and dependencies) log.

1.3 To present Members with a high-level timeline of planned activities and milestones as an initial baseline reference for CX Programme detailed planning, monitoring progress and reporting.

1.4 To present Members with a CX Programme Member engagement proposal to underpin the ambitions for the CX Programme and the evolving vision.

2. Recommendations

Members are asked to: -

2.1 note the progress that has been made by the CX Partners in the mobilisation of new CX Programme (Section 3) and specifically the drafting of a management and control framework for the CX Programme (**Appendix 5**);

2.2 note the progress in securing internationally recognised experts and influencers to present and contribute at the CX Green Energy/Economic Growth workshops set out in paragraph 3.17 and 3.18;

2.3 note the assessment of the risk, assumptions, issues and dependencies (RAID) log and the CX Programme delivery confidence observations set out in paragraph 3.28 to 3.31 and **Appendix 3**;

2.4 agree the programme of Member focussed activities, to support Members to appropriately contribute and effectively influence the success of the CX Programme as set out in paragraphs 3.25 to 3.27;

2.5 note the draft CX Programme milestone and activity plan baselines contained in paragraphs 3.22 and **Appendix 5**;

2.6 note the progress that has been made in aligning the Nuclear Decommissioning Authority (NDA) Grant payments and Grant Conditions with the new CX Programme Mandate as set out at paragraph 3.14; and

2.7 note the forward view of Programme activities in paragraphs 3.36 to 3.37.

3. Considerations

3.1 This is the first CX Programme report to the Economy and Resources Committee since Full Council approval to start the next stage was granted in September 2019. That decision demonstrated the Council's confidence in its ambition to play a key role in the successful transformation of the Chapelcross site over a long timescale.

3.2 CX Programme success will be significantly affected by the Council's ability to influence and deliver the step change described in that report. Step change is required of Members, Officers and the other CX Partners. It is essential that this ambition be converted into necessary action to deliver commitments made to date.

3.3 The Chapelcross site has been subject to efforts to develop and deliver a transformational proposal over a period of many years. These efforts have created a valuable knowledge base in support of beneficial future land use and have helped to expose some barriers to progress. They have also informed the current delivery route-map and the ongoing mobilisation of the new Programme. A more comprehensive understanding of the barriers to progress, risks and opportunities will be captured as by the programme management process within this and future programme stages.

3.4 The headline objectives for the new CX Programme as agreed at Full Council are:

- To create a large-scale strategic mixed-use employment site for Borderlands with significant wider economic impact.
- To support the development of green energy production, storage and distribution solutions.
- To maintain 100% beneficial use of the site over the full decommissioning period to 2095 (in line with Energy Act 2004 requirements) and beyond.
- To make a significant contribution to the achievement of UK's 2050 net zero carbon target.

3.5 The new Programme seeks to "re-focus" the CX site proposition and build delivery confidence for the transformation of the site (and beyond). The 10 to 15 year life of the Borderlands Inclusive Growth Deal must deliver outputs and outcomes that act as a competent foundation in support of the transformation of the full 200ha of land to 2095 and beyond. So, the outcome is not just about what happens within the site red line boundary. It is also about the role of collaboration with others in the delivery of a shared vision of a brighter future, and the added value that can bring, Stakeholder focus being: CX Programme: Borderlands/DGC/ the UK and beyond.

3.6 The CX Programme needs to be ready for a quick start on day 1 following the Growth Deal award. This is essential if we are to take full advantage of the 10 to 15 year funding envelope provided by the Deal.

Programme Update

3.7 Progress with the CX Programme mobilisation activities and ongoing CX Borderlands business case development is ongoing and, currently, provides adequate delivery confidence that both stage tasks will be completed in line with Borderlands Growth Deal timetable for 2020 (**Appendix 2**).

3.8 The CX Programme mobilisation and the accountability for progressing Programme activities currently rests with the DGC Senior Leadership Team (SLT). The SLT has delegated the lead role to the Head of Economy and Development. This will remain the case until the CX Programme Delivery Board is established in Q1, 2020.

3.9 The CX Programme Start-up (mobilisation) Plan, **Appendix 2B**, has been developed with the nominated CX Partner Leads. The objectives of the start-up plan have been refined to establish a fit for purpose CX Programme delivery framework, deploy a refreshed programme team and to identify programme competence gaps which need to be filled.

3.10 Current activity focus for mobilisation is the preparation and delivery of a full day CX “strategy workshop”. Our intention is to hold this workshop on the Chapelcross site. It is essential that the CX programme has an embedded presence on the site, to better support the engagement of multiple stakeholders and potential co-delivery partners required to support successful site transformation.

3.11 The maturity level of Member (and Officer) engagement is currently perceived to be lower than needed at this point. This assessment is based on consideration of the engagement model put forward in **Appendix 7** and resource availability to support the initial baseline Plans included in **Appendix 2**.

3.12 The current CX Partners are DGC, the Nuclear Decommissioning Authority (NDA) and Scottish Enterprise (SE), and all have identified officer leads in support of the deployment of the mobilisation plan. It is anticipated that Partnership will evolve to include other partners as the programme requirements evolve.

NDA Engagement

3.13 NDA lead officer appointments have been confirmed in a letter to the Chief Executive by the NDA Chairman. The Chairman’s letter resulted from the Chief Executive led delegation joining the NDA Main Board meeting in October 2019, on the Chapelcross site. The 90-minute presentation and roundtable discussion covered the role of the Borderlands Growth Deal, the new CX Programme mandate and our approach to socio and economic development. It provided challenging and constructive dialogue with the NDA Main Board and re-affirmed CX site transformation as a corporate objective within the NDA Business Plan.

3.14 In March 2018, the NDA approved a £495k grant (Beyond Chapelcross Phase II – South of Scotland Energy and Enterprise Park) for release in stages over a 5-year period. Year 1 Grant payment was made without the need of application from the Council, as a first payment. Year 2 claim was not made due to resourcing issues within the Council however we have now brought NDA grant claims up-to-date and agreed to align the grant conditions with the delivery of the CX Programme Mandate. This alignment activity will be used to establish a process to request additional funding as the programme progresses. NDA are working with MAGNOX to assess the practicalities and timescales associated with establishing a CX Programme presence on the CX MAGNOX site.

Scottish Enterprise Engagement

3.15 We are working with SE to establish similar levels of visibility and support from its executive team as we have with the NDA. The role of SE may change with the establishment of the South of Scotland Enterprise (SOSE). Consequently, we are keen to explore what future role SOSE might play and a best fit governance structure regarding CX (2095) for the next stage and the 10-15 year Borderlands Deal period.

3.16 SE have provided senior level support for the development of the Green Energy/Economic Growth Workshop proposal. This has proved to be invaluable, as SE are very well connected in this operational environment across the UK. They are very familiar with current Government policy drivers, initiatives together with commercial interest from the private sector and have helped to identify key speakers and delegates and shape the workshop agenda.

3.17 SE have offered Scotland House, as the London venue for the workshops at no cost to the Council. We have met with Scotland House team including representatives from Scottish Government and Scotland Trade International and are progressing dialogues with them in support of the workshop. SE have also played an active part in brokering discussions between DGC and major transformational sites where lessons can be learned for the benefit of the CX Programme.

3.18 We have procured consultancy support to deliver the complete CX Strategic Outline Business Case (SOBC), and SE and NDA have offered support in the SOBC co-creation.

The Development of a Management and Control Framework for the CX Programme

3.19 CX Programme Delivery Framework (**Appendix 1A**) supports the design and deployment of fit for purpose Programme management arrangements. The framework brings together the ingredients necessary to provide a transparent and accountable methodology for the programme management of the CX Programme and its constituent projects and activities.

3.20 Members should note that **Appendix 1A** has been annotated to signpost Programme Delivery Framework reference documents. These are listed below in Table 1, and can be inspected within the Report Appendices.

TABLE 1:		
CX Programme Delivery Framework and list of mobilisation reference documents		
Appendices		Notes
1	Governance Appendix 1A – CX Programme Delivery Framework Appendix 1B - CX Route-map... to a shared vision of a brighter future	These appendices will be considered and may be further developed through the preparation

2	Plans and Schedules Appendix 2A - Activity and Milestone Schedule Appendix 2B - Mobilisation Plan	and delivery of the Strategy Workshop.
3	CX Programme RAID Log (Risk, Issues, Assumptions, Dependencies)	Each appendix will be subject to acceptance by the CX Programme Delivery Board, when established. A competence/ capability audit /review is needed to establish learning and development needs
4	Programme Performance Report (template proposal)	
5	CX Programme and Project Board Agenda (draft template for consideration at Strategy Workshop) Appendix 5A - Programme Delivery Board Appendix 5B - Project Delivery Board	
6	CX Programme Organisational Context	
7	Briefing and Team Induction (engagement model)	
8	Team Communications: (example) CX BULLETIN 1	
9	Ice Breaker – for use in workshops, meetings and self-assessment	
10	Chapelcross site plan NDA/Magnox Freehold/Leasehold Land	

3.21 The CX Programme Delivery Framework is based on current (portfolio, programme and project) best practice thinking. Further development of the framework principles and detail will ensure that it satisfies key characteristics necessary for effective and efficient governance. The CX Programme Delivery Framework and constituent documents will be subject to approval and adoption by the CX Programme Delivery Board, when established.

Programme Milestones and Reporting

3.22 **Appendix 2** captures plan baselines in support of programme delivery tasks (**Appendix 2A**) and programme mobilisation (**Appendix 2B**) and will be the baseline reference for planning and reporting. When established, the CX Programme Delivery Board should be made accountable for confirming and further developing the programme baseline(s) and reporting progress against them.

3.23 Terms of Reference (ToR) for the initiation of the CX Programme Delivery Board (**Appendix 5A**) and the CX Project Board (**Appendix 5B**) and a draft Performance Update Report dashboard (**Appendix 4**) for are being developed

3.24 Formal CX Programme reporting to SLT will commence in Q1 2020. Programme reporting and engagement of Members is described in the next subsection.

Member Engagement Activities

3.25 Members have made it clear that they expect the new CX Programme arrangements to include for appropriate engagement with them. An initial draft schedule of engagement events for Members has therefore been developed. The number and frequency have been nominally set as:

- An annual report to the Economy and Resources Committee
- An annual report to Full Council

- Workshops in support of reports and key decisions – 2 per year

3.26 Where there are key decisions or matters that require Member scrutiny, or Members require additional information, then the CX Programme will provide the necessary reports and/or organise workshops.

3.27 CX Programme Delivery Board, following confirmation of the full Board in Q2 of 2020, will be expected to establish a CX Programme Stakeholder Group. The CX Programme intends to develop a formal communications and engagement process and plans within Q2 2020.

CX Programme RAID Log Assessment and Recommendations

3.28 The immediate risk management action since the go/no-go decision has not been to draft process or extensive guidance. It has been to develop further strategic level clarity of delivery confidence and then exploring what needs to be done to create the required step change in delivery confidence.

3.29 Officers have carried out a review of the RAID log and have identified that there is work to be done with regard scope and content detail. The current RAID log has a low level of maturity. RAID process needs to be developed to provide a suitable reference in support of the CX Programme Delivery Framework.

3.30 Officers have noted delivery confidence observations in a number of areas, in summary:

- Programme Critical Success Factors (CSF): we need to focus on full delivery of the short term (CSF) factors to create an appropriate foundation on which to build the programme business case.
- Significant levels of due diligence are required regarding statutory stakeholders, CX land and existing operational contribution and role within the energy grid in order to have confidence in development cost, timescale, feasibility etc.
- Consultation with statutory stakeholders is at an early stage or has not started (stakeholder requirements are not known).
- Lessons learned from similar programmes need to be captured and embedded in the CX Programme approach to avoid CX making the same mistakes.
- A dedicated resource (special purpose vehicle (SPV)) capability with appropriate authority, capacity and capabilities may be required to lead the development and delivery of the business case at some point in the future. This may take a significant time to design, agree and deploy and has potential to delay progress or put the transformation on hold for several years and consume available delivery time.
- The Partners and the Council have only limited experience in orchestrating the scale and nature of Borderlands/Chapelcross change and need to identify/close gaps in their portfolio, programme and project management competence and capabilities, where appropriate
- We need to establish process to support due diligence activity for the overall development and options for potential future land purchase or transfer of specific plots.

- Delivery of the CX Programme requires a dedicated competent resource to drive success. Attempting to progress the programme with resources deployed on a part time basis from operational teams without relevant experience will drive failure.

3.31 The RAID log (**Appendix 3**) has been updated and, where reviewed, response notes included against individual items. The RAID log and review will be further developed for consideration in support of and as a consequence of the Strategy Workshop.

Developing and Agreeing the Vision for Chapelcross

3.32 The CX SOBC is being developed in line with Treasury Green Book and best Practice Programme Management (Managing Successful Programmes) guidance. This recommends a staged approach to the development of the full business case. The guidance recognises that the Programme vision develops with each iteration of the business case. The CX approach blends the guidance and theory with Borderlands requirements to create a pragmatic governance framework.

3.33 The vision produced through this process will be included within the refreshed CX SOBC for approval by both Governments in the summer of 2020. **Appendix 2A** provides the planned timeline and key steps for CX business case development.

3.34 The Programme Delivery Board will be required to engage key stakeholders to demonstrate highest level sponsor support for the evolving vision for the future of Chapelcross. This requires the CX proposal to be clearly stated in a format that balances detail with simple and effective messaging.

3.35 In recognition that this is a major task, we have learned from colleagues at Scottish Borders and their experience in promoting Borders Railway. Their proposal, "Borders Railway. Maximising the Impact: A Blueprint for the future" secured explicit support for the vision from the First Minister and commitments for its delivery from Council Leaders, Transport for Scotland, Scottish Enterprise and VisitScotland ([see hyperlink in references to document](#)). As such, it provides a pointer for a bespoke "vision for the future of Chapelcross" document to be used as a tool to encourage appropriate conversations with policy makers, developers, partners etc in support of the next stage business case development and delivery.

Forward View

3.36 The forward view is captured within **Appendix 2A** activity and milestone schedule. Essentially, we have two core Tasks and a Member Oversight Task to deliver within scheduled 2020 period to enable support of a go/no-go decision (line 26) by the Council to commence the next stage, which will be the subject of a further report to the Full Council at its meeting in September 2020.

3.37 The Programme tasks have been subject to schedule slippage and the available slack in the programme has been used. This needs to be addressed by the Partners. It is intended that the mobilisation plan Strategy Workshop will provide the necessary trigger to drive the required levels of focus, collaboration and commitment associated with a step change in our approach.

4. Governance Assurance

The Corporate Management Team have been consulted as part of the preparation of this report and all are in agreement with the information contained in the report.

5. Impact Assessment

This report does not propose a change in policy, the formal adoption of a plan, policy or strategy it is not necessary to complete an Impact Assessment.

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APPENDICES – 10

- Appendix 1A - Governance: CX Programme Delivery Framework
- Appendix 1B - CX Route-map... to a shared vision of a brighter future
- Appendix 2A - Activity and Milestone Schedule
- Appendix 2B - Start Up (Mobilisation) Plan
- Appendix 3 - CX Programme RAID Log (Risk, Issues, Assumptions, Dependencies)
- Appendix 4 - Programme Performance Report (Template Proposal)
- Appendix 5A - Programme Delivery Board (Template to be completed for consideration at Strategy Workshop)
- Appendix 5B - Project Delivery Board (Template to be completed for consideration at Strategy Workshop)
- Appendix 6 - CX Programme Organisational Context
- Appendix 7 - Briefing and Team Induction (Engagement Model)
- Appendix 8 - Not included
- Appendix 9 - Not included
- Appendix 10 - CX Site NDA/Magnox Freehold/Leasehold Land Discovery

BACKGROUND PAPERS

26 September 2019 – Dumfries and Galloway Council – Item 8 - Chapelcross (CX) Site Transformation – Approval to Start the Next Stage

<https://dumfriesgalloway.moderngov.co.uk/26.09.19 Item 8>

25 September 2018 – Dumfries and Galloway Council – Exempt Item - Borderlands Inclusive Growth Initiative

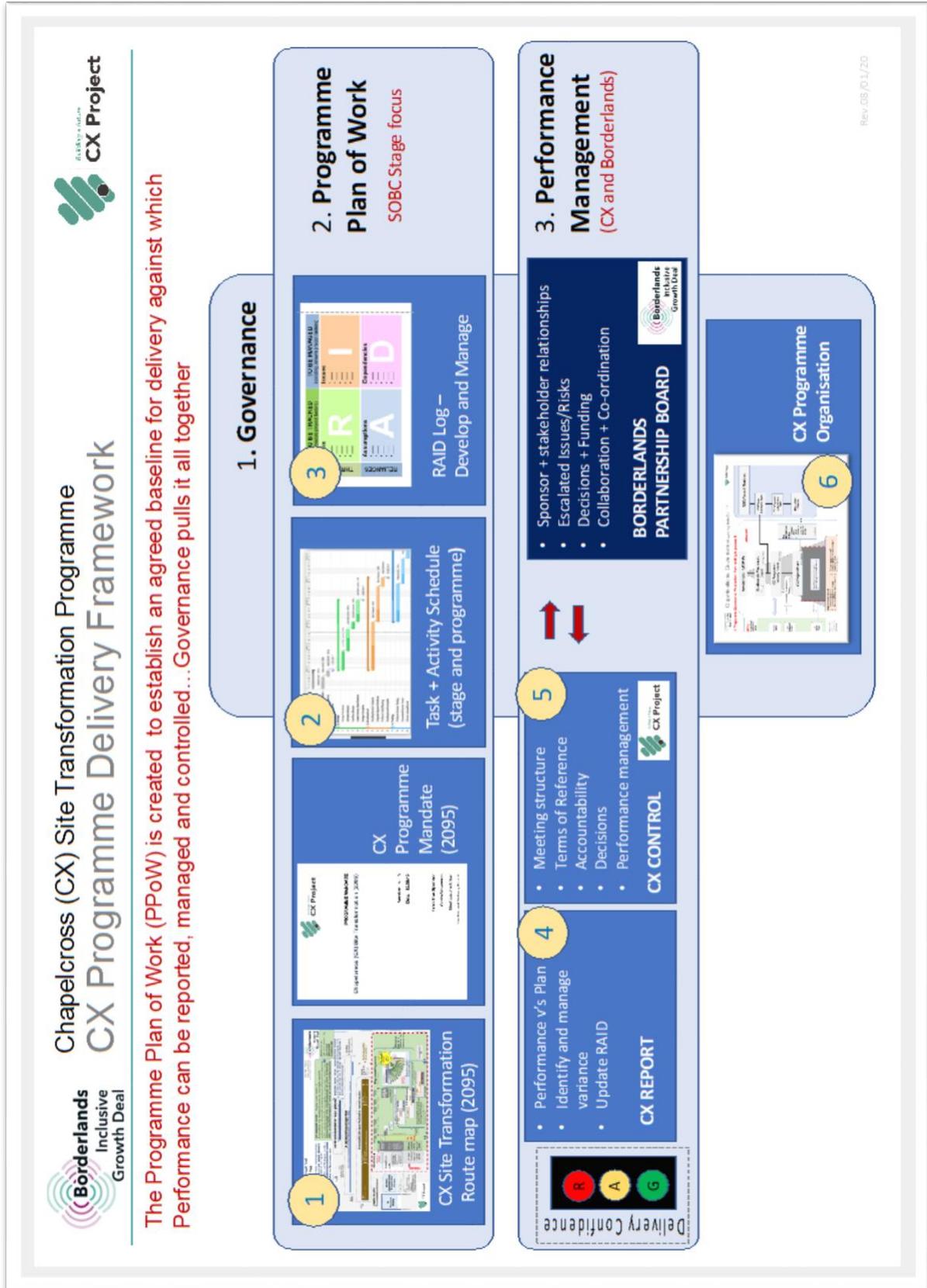
CX Project website: <https://www.cxproject.co.uk>

- CX video clip - A Vision for the Future of Chapelcross: <https://www.youtube.com/watch?v=7H1jLHi0bPY>
- Borderlands Partnership website: <http://www.borderlandsgrowth.com/>
- [Heads of Terms-Borderlands Inclusive Growth Deal](#)
- [UKG Press release 1 July 19 - Borderlands Inclusive Growth Deal](#)
- [Scottish Borders proposal, "Borders Railway. Maximising the Impact: A Blueprint for the future](#)

Previous work by the CX Partnership in support of site transformation

- CX Development Framework :
https://www.dumgal.gov.uk/media/16994/Chapelcross-Development-Framework-Supplementary-Guidance/pdf/Chapplecross_development_framework_.pdf
- [CX Development Framework Appendices:](#)
https://www.dumgal.gov.uk/media/16993/Chapelcross-Development-Framework-Appendies/pdf/Chapelcross_development_framework_appendices_.pdf

APPENDIX 1A: CX PROGRAMME DELIVERY FRAMEWORK



APPENDIX 2A: CX PROGRAMME ACTIVITY AND MILESTONE SCHEDULE

Draft 15/11/19 (updated 08/02/20)								
line ref	Activity description	Activity type	milestone	start	end	Decision by / audience	RAG Status	Notes
1	MEMBER OVERSIGHT							
2	CX update (mobilisation+ progress)	progress report	n/a		31/01/20	Econ & Resources	issued	Reqd. by Sept Report
3	CX Site Tour	Workshop	n/a		April 2020	DGC Full Council	/	
4	CX SOBC (in Borderlands proposal)	Approval	yes		June (TBC)	DGC Full Council		L4 duplicates line 23
5	CX Workshop (next stage)	Workshop	no		Sept (2020)	DGC Full Council		
6	CX Next Stage (go/no-go)	Key decision	yes		Sept (2020)	DGC Full Council		
7								
8								
9	CX PROGRAMME DELIVERY							
10	TASK 1: programme mobilisation							
11	Establish CX Programme Board		yes		Q1 (2020)	DGC SLT	/	See mobilisation plan for detail- dates TBC
12	Establish Stakeholder Group		yes		Q2 (2020)	Prog Del Board		
13	Complete Mobilisation Plan		yes		Q2 (2020)	Prog Del Board		
14								
	TASK 2: Deliver go/no-go decision for the Next Programme Stage							
15	Task 2a: CX Energy/economy workshop							
16	(contract award/completion)	contract delivery period	yes	Q4 (2019)	Q1(2020)	DGC Prog officers	/	Contract awarded
17	<i>Workshop delivery – 2 no.</i>	delivery	n/a	Q1 (2020)	Q1(2020) (TBC)	Stakeholders /Partners		Date TBC
18	<i>Final report</i>	close out	yes	n/a	Q1(2020) (TBC)	SE/DGC Prog Officers		Date TBC
19								
20	Task 2b: Business case development and approval							
21	CX SOBC Business Case (SOBC) (ARUP contract start/end)	contract delivery period	yes	Q4 (2019)	15/05/12 Q2 (2020)	Prog Delivery Board	/	Awarded Q1
22	<i>SOBC Appro by CX Prog Del Board</i>	BC approval	yes		Q2 - TBC	Prog Delivery Board		<i>The review and approval process I21 activity has not been agreed- indicative detail TBC. L23 duplicates L4 L26 as L6</i>
23	<i>SOBC Appro by Borderlands P.ship</i>	BC approval	yes			Borderlands P.ship		
24	SOBC Appro by DGC (within full Borderlands proposal)	BC approval	yes			DGC Full Council		
25	SOBC Approval by HMG/UKG	Growth Deal (BC) approval	yes			HMG/SG		
26	Next Stage Appro by DGC (go/no-go)	Key decision	yes		Q3 (2020)	DGC Full Council		
27	Next Stage Procurement	Activity	no	Q3 (2020)	Q4 (2020)	Prog Del Board		
28	Next Stage start	KO meeting	yes		Q3 (2020)	Prog Del Board		

APPENDIX 2B: PROGRAMME MOBILISATION PLAN

Purpose

To mobilise the CX programme organisational governance arrangements (i.e. migrate from current to CX programme mandate)

Mobilisation Plan Timeline

- Start: 11/10/19
- Finish: when agreed by the CX Borderlands Delivery Board and notified to the Borderlands Partnership Board.

CX Programme Mobilisation (start-up) Plan Schedule			Baseline set 19/10/19	Last update 15/01/20
Task	Activity	Who	Target	Status (RAG)
1. Start	Issue CX Programme Mobilisation start up plan schedule to the lead from each partner for discussion	DGC- Steve Rogers	18/10/19	Issued by email for discussion early wc27/10
		NDA- John McNamara	18/10/19	
		SE- Elaine Morrison	18/10/19	
2. Partner mandate agreement Secure approval/ endorsement of Programme Mandate by CX partners to deploy CX the programme mandate	DGC Members (approve recommendation to approve mandate)	Senior person with necessary influence and interest in the successful achievement of CX programme objectives	26/09/19	complete
	DGC CEO (approve mandate) & officers endorse as consulted/reviewed		25/10/19	complete
	NDA (endorse mandate)		01/11/19	Complete
	SE (endorse mandate)		01/11/19	pending paperwork
3. Kick off meeting (agenda tabled)	Partners meet/agree the high level start up plan (this plan) and activity to support Strategy Meeting delivery	Lead for each partner	Nov 19	Complete 27/11/19
4. Strategy Workshop (agenda tabled with CX leads)	Programme induction, objectives/priorities, approach / timeline, Q&A, start-up commitment, (meeting/workshop)	As nominated by the partners leads	Nov 19 TBC Jan 20 Feb 20 March 20	-date/ attendee not conf - CX site venue OK
5. Start-up meetings (establish new CX programme organisation (agenda tbc)	Agree Borderlands Partnership Board sponsorship/oversight	To be agreed with partners/Borderlands	Dec 19 Feb 2020	Not discussed
	Establish (new body) Borderlands CX Delivery Board (the CX programme Board)	To be agreed with partners/Borderlands	Dec 19 March 20- shadow TBC- full	Pending Strategy workshop date
	Establish CX Stakeholder Group (to be developed from current CX Site Co-ordination Group- chair David Mundell)	Start-up/engagement on proposed arrangements	Nov 19 April 20	tbc
		First meeting with new arrangements	April 20	tbc
	Establish CX Project Board and team	Start-up/engagement on proposed arrangements	Nov 19, March 20,	
		First meeting with new arrangements	March 20	tbc
CX Programme office – establish virtual programme office remit/capability	Identify virtual/dedicated team: CX project officer, leads for planning, procurement etc	Nov 19 Feb 20	tbc	
	First meeting: mobilisation	March 20	tbc	
6. DGC Senior Leadership Team	Provide oversight and control accountability to the mobilisation process	DGC officer signatories to CX Programme Mandate	Ongoing	via Steve Rogers
7. Finish: Confirm Mobilisation Complete	Decision by CX Programme Delivery Board – (complete/not complete)	CX Programme Delivery Board Chair	Jan 20 April 2020	

APPENDIX 3: CX PROGRAMME RAID LOG
Risks, Assumptions, Issues and Dependencies (RAID)

Definitions:		
Perspective - Borderlands Partnership - CX programme - DGC - NDA - Scottish Enterprise - CX work stream	Risk An event or set of events that should it occur will had an effect achievement of objectives. A risk is measured by a combination of the probability of the perceived threat or opportunity occurring and the magnitude of its impact on objectives. Threat- negative impact. Opportunity- positive impact	Assumption A statement that is taken as being true for the purpose of planning, but which could change later. An assumption is made where some facts are not yet known. There is a risk that assumptions are not correct
	Issues A risk that has happened or an unplanned event that requires management action. It could be a problem, query, concern, change request for risk that has occurred.	Dependency Other projects or triggers that the programme depends on or are a beneficiary of our programme outcome made where some facts are not yet known.

RAID ITEM LIST – initial (this is a working document- for information only)

The following risks, assumptions, issues and dependencies have been identified through initial workshop and desktop studies. To be addressed within the next programme stage			
REF	Perspective	Risks	Response notes
			<i>(insert date of note)</i>
R0.1		Critical Success Factors CSF's: There is a risk that the CX Mandate (2095) CSF's are not delivered in the first stage. This may prevent the delivery of the step change in commitment, collaboration and focus needed to address the historical factors which inhibit progress and fail to set the programme business case on a course for success over the short, medium and longer term. As a consequence, the CX site transformation experience of the last 10 years is re-lived over the 10-15 year life of the Growth Deal and the opportunity for transformational change is lost/ high level objectives not achieved/reputational damage to all partners/ stakeholders impacted.	<i>(updated 06/01/20)</i> (Start Up) Plans in place to deliver all the CSF's Float with Plan is being consumed at an alarming rate. Engagement activities (e.g. strategy workshop) needs to be confirmed and delivered with right mix of attendees
R1		Competence/Capacity: There is a risk that sponsor organisations are not experienced in the delivery of complex change and select team which does not have adequate experience to carry out the roles that they are(individually/collectively) asked to carry out. In particular, those required to set up, manage and control a programme as well as orchestrating change. This has the potential to prevent the first stage activities from being completed to an acceptable quality and timeframe. As a	<i>(updated 20/11/19)</i> Start-up plan with quality led outcome: competent programme delivery board

		consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	
R2		The assumptions listed below, in SECTION A (assumptions), are not supported by robust due diligence activities and must be recorded as risks until this has been done. To be completed within first programme stage activities.	Important – all Assumptions to be classified as risks until tested
R3		There is a risk that the CX programme mandate will not be supported by the DGC Members or the DGC leadership team. This may prevent the start of the programme as described in the mandate, the required step change for the CX project to become a programme will remain un-resolved. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	(15/01/20) Mandate approved by Full Council Sept 19
R4		There is a risk that the programme board creation activities will not be properly supported and a fit for purpose programme leadership team will not be established soon enough to drive stage 1 programme activities. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	
R5		There is risk that resource needs are not appropriately identified resource (suitably experienced, qualified and qualified) or that the partners do not provide the requested resources. This may delay the delivery of the agreed stage activities. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	
R6		There is a risk that preparation for the start-up (programme start-up plan) are delayed, incomplete or not supported. This may lead to a delay in mobilisation of the programme and the rate and quality of programme delivery going forward. This may delay the delivery of the agreed stage activities. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	Progress has been slower to date than anticipated - ongoing
R7		There is a risk that the delivery of the sponsoring the programme activity is delayed. This may adversely affect the creation of the CX programme board and leave a leadership, management and control gap within the programme arrangements. This may delay the delivery of the agreed stage activities. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	(15/01/20) CX SOBC consultant will produce external facing “programme brief with developed vision” requiring endorsement by exec sponsors
R8		There is a risk that the programme fails to maintain partner support for the site transformation approach described in the CX Mandate and CX Route-map. This could lead significant effort being required to re-establish support and diverts critical resources away from critical path activities. This may delay the delivery of the agreed stage activities. As a consequence, CX fails to develop its programme	15/01/20 Secured support from NDA Main Board in Nov 11 (NDA Chair letter to DGC CEO 13/11/19)

		business case in time to secure UK/SG approval in 2020 and the programme is cancelled	Pending similar endorsement from SE
R9		There is a risk that the as delivered sponsoring a programme activity does not take into account and embed the lessons learned in the production of the approved CX SOBC. This would stifle the delivery of the required step change in approach required to overcome historical barriers. The new team would remain constrained by historical barriers. This may delay the delivery of the agreed stage activities. As a consequence, CX fails to develop its programme business case in time to secure UK/SG approval in 2020 and the programme is cancelled	15/01/20 Reference in Resources and Economy Cttee Update 01/20
R10		There is a risk that the Borderlands initiatives will fail to establish the value which could be obtained through collaborate between initiatives and beyond. Opportunities to share skills, knowledge and resources may be lost and the added value which is achievable through collaboration lost and strategic objectives under-archived	15/01/20 Collaborative ambition – it's up to us to CX lead. Don't wait for the Partnership Board
REF	Perspective	Issues	Notes
I1		The closure of the Chapelcross Magnox facility will remove significant jobs and GVA from the local economy. Current NDA socio economic activity will find opportunities for some of the displaced staff, but not all.	Are quick wins required to play to short term job creation on site? Focus for stakeholder forum?
I2		Not used	
I3		Not used	
I4		Not used	
I5		The detail and timescale for the delivery of BREXIT is unclear. This will lead to uncertainty in the marketplace and inhibit building collaborative relationships with UKG/SG policy makers and other partners. Significant civil service resources are committed to the BREXIT task; this will have an adverse impact on the programme, in particular, in clarification of policy drivers relating to CX and securing support for UK/SG in the development of the CX proposals. This directly impacts building a compelling business case proposition	15/01/20 Keep a watching brief – CEO strongly engaged in BREXIT planning
REF	Perspective	Assumptions	Notes
A1		We will deliver adequate road access between the CX site and the A74(M) as per the CX SOBC as an enabling highways infrastructure	Needs to part owned as a broader connectivity objective – DGC policy
A2		We will deliver a high capacity zero latency digital connection on the CX site as enabling digital infrastructure	
A3		We will establish green energy production on site. This will include regional and local (site private wire)	

		distribution and transmission via the current site HV transmission apparatus	
A4		We will establish a hub for Green Energy R&D on site including hydrogen production and distribution	
A5		We will establish a corridor between the CX site and the Solway Firth to enable power generated offshore and in the Solway Firth could be imported to the site as part of the green energy offer	15/01/20 Raise with NDA/Magnox- email to JMcN 15/01/20
A6		The full 200ha of CX land can be earmarked for development and brought into economic use	
A7		The CX transformation and Green Energy R&D and production will play a significant part in the development of hydrogen rail and highways pathfinder projects and commercially viable schemes with local, regional, national and global impact	
A8		The due diligence of the 200 ha CX site will show that it can be developed in line with the ambitions of the vision and blueprint	
A9		The CX programme can build a high delivery confidence with regard: costs; benefits; schedule including additional GVA and new high value jobs by 2095	
A10		We will procure a new external capability to develop and deliver the CX business case. This will include the creation of a special purpose vehicle.	
A11		We will explore Geothermal energy as a viable component of the green energy offer (Geothermal Power Limited proposal)	15/01/20 Application for funding for Geothermal Power Ltd considered at NDA Socio-Economic Panel Jan 20
A12		We will collaborate with green energy producers based out with the CX site to support their business resilience and market offer	15/01/20 Establish baseline through Green energy workshops London/Glasgow Feb 2020
A13		We will establish RAID items in connection with other Borderlands initiatives. In particular, Borderlands Energy Investment Company and Digital Borderlands;	15/01/20 Collaboration workshop via CX programme board
A14		We will collaborate with local businesses to build a local market for green energy. for example: <ul style="list-style-type: none"> • a current inquiry example - the Annandale Distillery conversion to hydrogen fuel generated at CX) • Scottish Energy Networks: integration of CX output within the energy grid, green energy stabilisation etc • Provision of CX site generated power by private wire to CX site located business 	15/01/20 Triggered via programme board with members and Business Enterprise?
A15		DGC have declared a climate emergency and are developing a resources strategy/plan to deliver 100% of the D&G net zero carbon target with a high level of certainty. DGC will include the CX programme green energy aspirations as a component element in its plans and will work collaboratively with the CX programme over the	15/01/20 Explore potential for significant collaboration/ complementary working

		short, medium and longer term to impact the achievement of the 2050 zero carbon target in D&G, Scotland, the UK and beyond.	
A16		Essential utilities can be provided to the CX site to enable the development of the full 200ha site. It is clear what is needed and how they can be procured within CX business case	
A17		A high capacity, zero latency link can be provided to the CX site within the enabling programme business case	
A18		We will work with marine based green energy producers to support a business case for the import of marine generated power for integration into the CX green energy offer	
A19		DGC will encourage the sharing of skills, knowledge and resources between local and regional Government authorities including active engagement with green energy and regeneration champions to help facilitate transformational change	
A20		We will establish a programme activity to identify and secure funding for the programme beyond that provided by the CX SOBC July 19	
A21		<p>We will learn from the experience of others in their development of major sites for the benefit of the CX programme.</p> <p>For example:</p> <ul style="list-style-type: none"> • Harwell in Oxfordshire (P1); • Berkley Power Station; • Coed Darcy (brown field regeneration- ex BP refinery) in Wales; • The Yorkshire Energy Park (former aerodrome); Trawsfynydd former power station in Wales; • Ravenscraig (ex- Steelworks) (P2); • Industrial Region Programme (Fyfe/Scottish Borders) (P3); • Macrihinish (ex-airbase) near Campbeltown • Michelin Site Transformation – Dundee (P4) 	<p>15/01/20 Progress</p> <p>P1- dialogue with site director initiated. Visit to be arranged for Feb 20</p> <p>P2- meeting on site with director 02/20</p> <p>P3 – dialogue initiated with Scottish Borders</p> <p>P4 – DGC attending SCHCA workshop 20/02/20 hosted by</p>
REF	Perspective	Dependencies (gives and gets)	Notes
D1		Collaborative working at local, regional, national and international levels to address common challenges and deliver socio and economic success	
D2		DGC capability will work collaboratively with the CX programme in key capability areas including digital connectivity; highways connectivity; rail connectivity;	
D3		DGC capability will work collaboratively with the CX programme in key capability areas such as skills development (Capability leads to be listed in CX programme virtual PO)	
D4		DGC capability will work collaboratively with the CX programme in key capability areas marketing CX as part of DGC/Borderlands/UK PLC (Capability leads to be listed in CX programme virtual PO)	
D5		SE will provide support in line with the CX MoU	

D6		NDA will provide Support in line with the CX MoU	Ongoing – see NDA Chairman letter to DGC CEO
D7		SG/UKG will identify policy / delivery gaps that CX could help to fill e.g. 2045/2050 nett zero carbon target;	
D8		DGC will develop and align its policies to support benefits management and optimise longer term benefit accrual across D&G	

APPENDIX 4 - PROGRAMME PERFORMANCE REPORT TEMPLATE (draft for consideration)

CX Site Transformation Programme (2095) PROGRAMME PERFORMANCE UPDATE REPORT Prepared for the CX Programme Delivery Board		Version Control Author: <i>insert name</i> Version: <i>(draft, for review/approval, etc)</i> Date: <i>insert version date</i>		For period DECEMBER 2019		
SECTION 1: Performance summary						
Overview <ul style="list-style-type: none"> <i>insert</i> 		Look forward <ul style="list-style-type: none"> <i>insert</i> 		Viability <ul style="list-style-type: none"> <i>insert</i> 		
Next steps <ul style="list-style-type: none"> <i>insert</i> 						
SECTION 2: Programme Delivery Confidence RAG						
DELIVERY CONFIDENCE is the confidence in the programme's ability to deliver its aims and objectives: within the timescales; within the cost envelope; and to the quality requirements including the delivery of benefits, both financial and non-financial, all as laid down in the most recent formally approved mandating document (e.g. Programme brief or Business Case) . RAG definitions below			CURRENT STAGE 	FUTURE STAGES 		FULL TERM (2095) 
SECTION 3: Performance Management						
Cost ££££ <ul style="list-style-type: none"> <i>Insert</i> Exceptions <i>insert in each box, where appropriate</i>		Schedule <ul style="list-style-type: none"> <i>insert</i> 		Quality <ul style="list-style-type: none"> <i>insert</i> 		
RAID <ul style="list-style-type: none"> <i>insert</i> 						
Team <ul style="list-style-type: none"> <i>insert</i> 		Benefits/Business case <ul style="list-style-type: none"> <i>insert</i> 		Stakeholder Comms and Engagement <ul style="list-style-type: none"> <i>insert</i> 		
Recommendations <ul style="list-style-type: none"> <i>insert</i> 						
SECTION 4: Performance Management Review Statement from the CX Programme Delivery Board						
Programme Board Meeting Date: <i>insert</i> Report statement approved on behalf of the Programme Board by: <i>insert name + date</i>		<i>insert CX Programme Board endorsement comments</i>				
RAG DEFINITIONS (taken from the Infrastructure and Projects Authority ToR: Project Assurance Reviews Delivery Confidence Guide For Review Teams)						
GREEN: Successful delivery of the project/programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery		GREEN/AMBER: Successful delivery appears probable. However, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery		AMBER: 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.		
AMBER/RED: Successful delivery of the project/programme is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and establish whether resolution is feasible.		RED: Successful delivery of the project/programme appears to be unachievable. There are major issues which at this stage do not appear to be manageable or resolvable. The project/ programme may need re-baselining and/or overall viability re-assessed.				

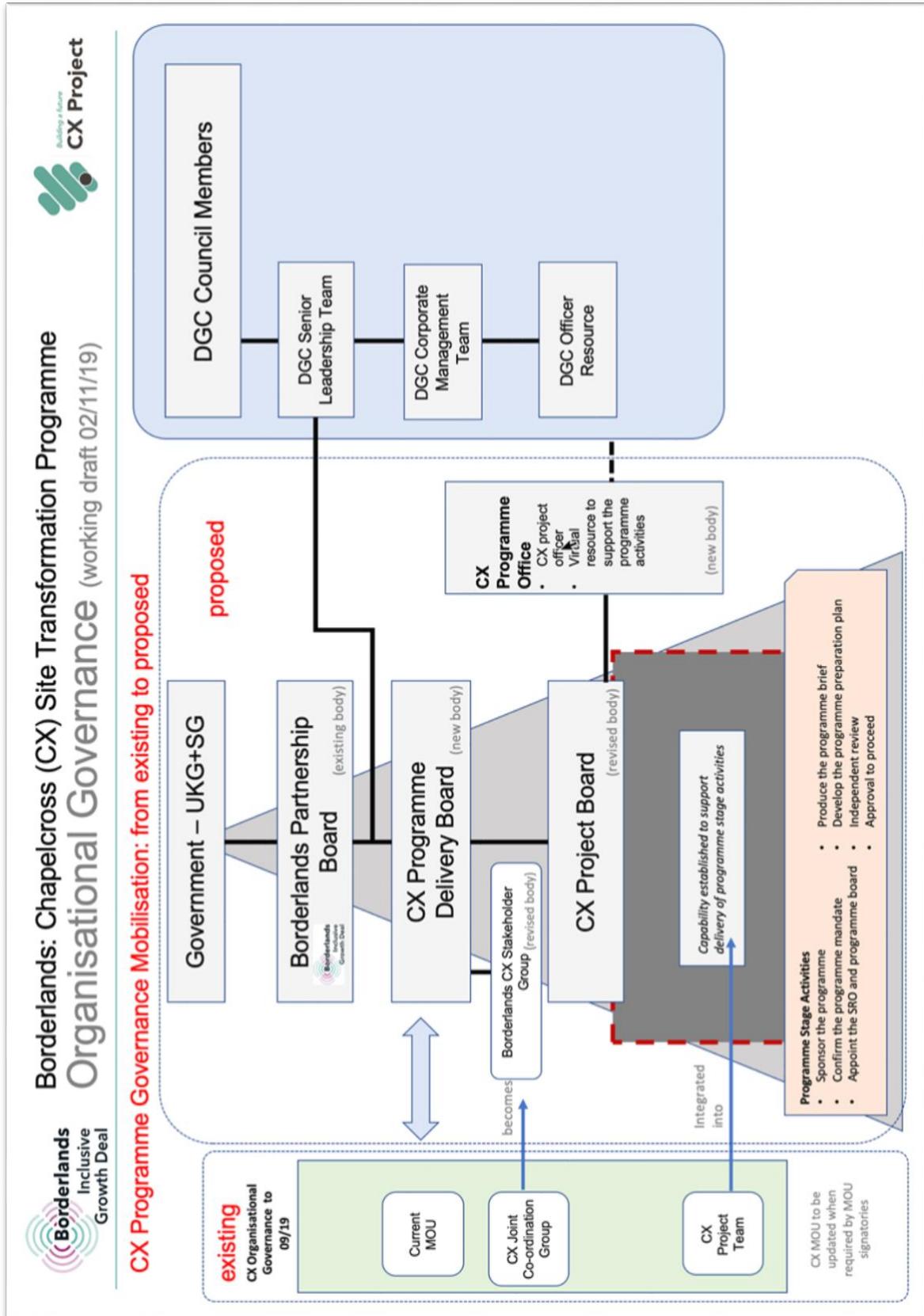
APPENDIX 5.A: CX PROGRAMME DELIVERY BOARD (template agenda for KO meeting)

CX PROGRAMME DELIVERY BOARD - TERMS OF REFERENCE (ToR)				
TIME FREQUENCY VENUE		ATTENDEES		
OBJECTIVES		AGENDA		
INPUTS	OUTPUTS ➤		DECISIONS/OUTCOMES ➤	
GROUND RULES...				
Respect - Value each other's views and time - Arrange meetings between 08:30 and 16:30	Openness - Act transparently, give constructive feedback and support others	Collaboration - Foster interaction and generate new ideas to make better decisions	Performance - Set a clear meeting expectation and focus on achieving them with others	Creativity - Encourage and welcome ideas, challenge the status quo and make courageous choices - <i>Respected. Included. Performing at our Best.</i>

APPENDIX 5.B: CX PROJECT BOARD (template agenda for KO meeting)

CX PROJECT BOARD TERMS OF REFERENCE(ToR)				
TIME FREQUENCY VENUE		ATTENDEES		
OBJECTIVES		AGENDA		
INPUTS	OUTPUTS ➤		DECISIONS/OUTCOMES ➤	
GROUND RULES				
<p>Respect</p> <ul style="list-style-type: none"> - Value each other's views and time - Arrange meetings between 08:30 and 16:30 	<p>Openness</p> <ul style="list-style-type: none"> - Act transparently, give constructive feedback and support others 	<p>Collaboration</p> <ul style="list-style-type: none"> - Foster interaction and generate new ideas to make better decisions 	<p>Performance</p> <ul style="list-style-type: none"> - Set a clear meeting expectation and focus on achieving them with others 	<p>Creativity</p> <ul style="list-style-type: none"> - Encourage and welcome ideas, challenge the status quo and make courageous choices - <i>Respected. included. Performing at our Best</i>

APPENDIX 6: CX ORGANISATIONAL CONTEXT



APPENDIX 7: CX PROGRAMME BRIEFING AND TEAM INDUCTION



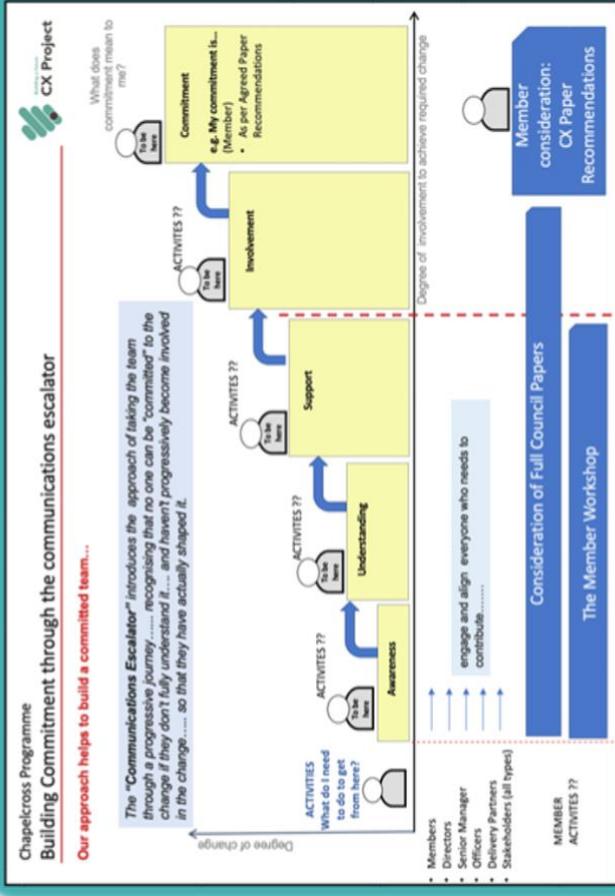
Chapelcross (CX) Site Transformation Programme Engagement workshop

Setting the scene for...

Chapelcross Programme Building Commitment through the communications escalator

Our approach helps to build a committed team...

The "Communications Escalator" introduces the approach of taking the team through a progressive journey..... recognising that no one can be "committed" to the change if they don't fully understand it..... and haven't progressively become involved in the change..... so that they have actually shaped it.



MEMBER ACTIVITIES??

- Members
- Directors
- Senior Manager
- Officers
- Delivery Partners
- Stakeholders (all types)

CX Project

What does commitment mean to me?

e.g. My commitment is... (Member)

- As per Agreed Paper Recommendations

Member consideration: CX Paper Recommendations

Go/No-go decision (Red diamond)

CX Programme Mandate

CX Paper Approval to start next stage

This workshop

Videos

[A vision for the future of Chapelcross](#)

CX SOBC July 19

Exec Summary

- Our approach to stakeholder engagement and building commitment
- This workshop only part of the journey – provides context
- The CX Member Paper completes the story

- This slide was used at the DGC CX Member Workshop Sept 19 in advance of the full Council Go/No-go decision to approve the programme mandate

QUESTION

- What additional activities are required to engage the programme team and stakeholders

CX MOBILISATION STRATEGY PAPER

APPENDIX 10: Chapelcross Site, NDA/Magnox Freehold/Leasehold Land

