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Southborough Hub - Risk Log 01/04/15

	Type	Description	Impact 1 Minor 2 Moderate 3 Significant 4 Serious 5 Major	Probability 1 V. unlikely 2 Unlikely 3 Possible 4 Likely 5 V. likely	Score (IXP) & Rating (Low/ Med/ High)	Responses to the risk (Consider Prevention /Reduction/ Acceptance /Contingency/ Transference as well as existing controls)	Revised Impact	Revised Probability	Revised score & rating	Planned Outcome	Owner	R A G
1	Political / Reputational	Project delayed due to councils not being able to agree a way forward	5	4	20 High	Project is looking to sign the three councils up to a Call Option and Memorandum of Understanding so that the partners are locked in and must work with each other to deliver a viable and acceptable outcome	3	3	9 Medium	Project delivered on time	Project team	A
2	Project / finance	Project stalls as councils do not wish to invest capital / revenue costs up front to progress the project	5	4	20 High	Seeking early agreement on the up front investments and have contingency methods in place should one partner refuse or is unable to inject further funds.	3	3	9 Medium	Project fully funded	Project team	A
3	Political / Reputational	Two options are being put forward refurb / new build. The latter is very contentious and highly political	5	5	25 High	Full and thorough evaluation of both options will be presented to the project board and a thorough public consultation will be done to ensure that the chosen option can be validated	4	4	16 High	Acceptable option delivered	Project Board	R
4	Project / Finance	Two options are being developed and the longer both are pursued the higher the costs will be	3	3	9 Medium	Public consultation to determine which scheme is best to be followed once the two schemes have been sufficiently worked up.	2	2	4 Low	Project does not overspend	Project team	R
5	Political / Project	Councils fail to agree and or sign up to Call Options and Memorandum of Understanding	3	3	9 Medium	Sign the documents prior to the elections or should that fail look to work with the councils to bring forward a development agreement. Councils agree to terminate the project and KCC and TWBC dispose of assets with small refurb of RVH considered by STC	3	2	6 Low	Councils agree a way forward	Project team	G
6	Project / Finance	Lloyds bank close their branch and sell the freehold of the site	3	3	9 Medium	Project group is currently in negotiations with them over the purchase of the land. Project could consider purchasing the entire site	2	2	4 Low	Land is secured for the development	Project team	G

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						and disposing of excess land. Register it as a community asset given that it is the last bank in the town. Consider Compulsory Purchase Order						
7	Project / Finance	Cost overrun due to requirement for additional works.	5	3	15 Medium	<ul style="list-style-type: none"> - Design and build contract could ensure that a greater level of risk was taken on by the contractor - Value engineering as necessary to ensure the final scheme is viable - Fix cost to be agreed on IT and FF&E prior to build - Any additional cost items to be highlighted immediately and escalated - Clear scope and approval process for additional items - STC have the capability to input further capital should they require it 	2	2	4 Low	Project delivered on budget	Project team	G
8	Political/ Reputation	Political and reputation damage to councils if modernisation is delayed	4	4	16 High	Councils are determined to enter into a legally binding position to move the project forward	3	2	6 Low	Project delivered on time	Project team	G
10	Service	Disruption to customers due to modernisation	3	4	12 Medium	<ul style="list-style-type: none"> - Library service will continue to function from its current off site location and will transfer once the project is complete - Football club will be phased with the new pavilion brought forward before the demolition on their current facilities - Theatre groups may or may not be phased subject to what option is brought forward and or whether the RVH can be re-opened - Town Council is looking to re-locate to other premises in the interim build period 	2	2	4 Low	Minimise disruption to customers	Project Team	G
11	Legislative/ Financial	Asbestos issues in buildings greater than that identified leading to possible time delays	3	4	12 Medium	- Intrusive and destructive asbestos survey done on the RVH and only small quantities have been identified	1	1	1 Low	Asbestos issues do not cause delays	Project team	G

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12	Project	Lack of co-ordination of services, contractors and ICT.	4	4	16 High	- Need to scope works and plan timescales carefully -Regular planning meetings to ensure issues discussed. - Project plan and timescales regularly reviewed	2	2	4 Low	Partners work to one plan with clear governance structure	Project team	
13	Project	137 London Road is currently unregistered and TWBC does not hold any title documents and is not in occupation and the call option cannot happen until the land is registered	3	4	12 Medium	- Application made to land registry underway - Seeking support from STC for application - KCC will take out defective title insurance - Land does not need to be called immediately	2	2	4 Low	Project delivered on time	Project team	G
14	Procurement / Project	Procurement route and the need to go out for both housing and community buildings fails to deliver best value	3	3	9 Medium	- Re-run tendering - Seek independent cost plan to determine value for money	2	2	4 Low	Ensure best value for money is achieved	Project team	G
16	Planning	Planning application denied	4	3	12 Medium	- Seek initial planning view from TWBC planners prior to sign off - Revise proposals to meet planning requirements - Minimise planning requirements	2	1	2 Low	Minimise planning risk	Project team	G
18	Partners	Problems in agreeing future service delivery model, costs and partners	5	2	10 Medium	- STC has confirmed a not for profit organisation is the best way forward - Asset collaboration opportunities bring economies of scale - Early dialogue will ensure baselines can be agreed	2	3	6 Low	Smooth transition of service delivery into a shared asset	Libraries, STC, third party not for profit org	G
19	Procurement / Operations	Problems in procuring a not for profit organisation to take on the management of the operations	5	2	10 Medium	- Seek advice on new regulations for putting facilities out to a trust - Work with potential partners to form an acceptable operational model that would be attractive to the market	2	3	6 Low	Service delivery model agreed and operational	Project team	G
20	Project	Partners fail to agree design or level of investment	3	3	9 Medium	- Engage partners early to agree design and investment	2	1	2 Low	Agreement on design and investment	Partners	G

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21	Environmental	Weather disrupts building works	3	3	9 Medium	- Work with consultants to ensure timeline of work is coordinated at the best time of the year to minimise impact to the project	1	3	3 Low	Limited disruption	Project team	
22	Ecological	Animal species disrupt the project or add significant costs	3	3	9 Medium	Ensure all surveys are completed early and all mitigation measures put in place to ensure work can begin when required	2	2	4 Low	Ecological impact minimised	Project team	G
23	Archaeological	Archaeology is found on site and adds significant cost and time delays to the project	3	3	9 Medium	Ensure all desk top surveys are complete and agree an archaeological assessment with KCC at the earliest to ensure contingencies are put aside should they be required	2	2	4 Low	Archaeological risk minimised	Project team	G
	Project	Contractor not able to deliver on time	5	3	15 Medium	Employer's agent to monitor monthly progress and where timeline is slipping ensure contractor rectifies this	2	3	6 Low	Project runs to agreed timeline	Project team	G
	Technological	ICT unable to deliver on time	3	2	6 Low	- Ensure ICT are engaged in the project and in determining its timeline from the outset	3	2	6 Low	Correct procedure in place	IT team	G
	Project	Post construction defects or problems with the works are identified	4	4	16 High	- Identify possible defects early on and resolve within initial contract timeline - Ensure robust defects liability period within the contract to ensure contractor rectifies these at their cost.	2	3	6 Low	Project delivered with no defects	Project team	G