

Five Acres Project Risk Register

Date 19.04.19

P = Probability

I = Impact (worst case)

R = Rank Impact

KEY RISKS HIGHLIGHTED	
1	Unlikely <2%
2	Low 2%-10%
3	Medium 10%-30%
4	Probable >30%

Impact	IC=Cost		ID=Delay
	Negligible	<0.1%	<1day
Low	0.1%-2%	1day-1wk	
Medium	2%-10%	1wk-2m	
Critical	>10%	>2months	

Probability	Impact			
	1	2	3	4
1	1	2	3	4
2	2	4	6	8
3	3	6	9	12
4	4	8	12	16

Cat.	No	Identified Risk	Proposed Owner	Prioritisation				Mitigation Proposals (by Project Team)	Action/Notes	Action By
				P	IC	ID	R			
STRATEGIC/POLITICAL										
S	01	Feasibility study does not identify viable site redevelopment proposal	FoDDC	3	4	4	12	Dispose the site with a detailed property pack		CH/WJ
S	02	Project cancelled through funding withdrawal following political change	FoDDC	2	4	4	8	Monitor		WJ
S	03	Failure to attract investment partners for the enabling commercial and/or housing element of the scheme	FoDDC	2	4	4	8	Engage commercial property agent to market the proposals		WJ
S	04	Failure to attract an operator to manage and maintain the leisure facility	FoDDC	1	4	4	4	Engage with existing operator		WJ/CL
S	05	Failure to assess financial and equalities impact of a major single site investment upon district wide leisure provision.	FoDDC	1	3	3	3	Current Leisure Strategy consultancy work paused until Five Acres Site Redevelopment Feasibility Study completes		CL
FINANCIAL										
F	01	Construction costs - any significant variants in any tenders could have a material effect on the development costs and residual land value.	FoDDC	2	4	4	8	Project Team to monitor	Construction inflation nationally is an issue	WJ
F	02	Planned project funding is not achievable resulting in delay to project as phasing is adjusted	FoDDC	1	1	4	4	Cost and phasing plan to be developed		WJ
F	03	Time over-runs - consequential losses could arise if the development programme over-runs	FoDDC	2	3	3	6	Project team to monitor		WJ
F	04	Business rate liability post 01.02.19	FoDDC	4	4	4	16	FoDDC to register with Government Gateway to challenge valuation for rating purposes	GVA instructed to assist FoDDC post-acquisition	WJ
F	05	Risk of potential sunk costs as part of the pre-development activity prior to land acquisition	FoDDC	3	3	3	9	Programme Board agreed to proceed with technical survey work that can be used to support development and could also be used within a property pack should the site need to be sold.	Technical surveys instructed with total cost of £13,015	WJ
LEGAL/PROCEDURAL										
L	01	Unauthorised site occupation results in delays/legal costs	FoDDC	2	4	4	8	Project team to monitor	HE have 24/7 site security presence	CH
L	02	Opposition from statutory consultees results in failure to secure planning approval	FoDDC	1	2	3	3	Design team to engage early in the design process		WJ
L	03	Lack of Publica legal/estates input to manage the site post acquisition	FoDDC	2	4	4	8	Project team to monitor and identify external property input if necessary	Temporary lease/licence may be required to enable short-term lets	WJ/CL
L	04	Failure to identify Business Plan consultant	FoDDC	3	2	2	6	Project team to re-visit procurement route	Meeting with Savills arranged 16.05.19	AD/WJ
ORGANISATIONAL										
O	01	Ineffective stakeholder liaison results in lack of support or possible objections - with potential to dealy scheme	FoDDC	1	3	3	3	Establish a Community Forum with established reporting links back to project team		WJ
O	02	Team failure to identify, manage or consult on risk resulting in unforeseen delays or additional cost	FoDDC	1	1	3	3	Programme Board/Project Team maintain a Risk Register - maintained and reviewed monthly		WJ
O	03	Change in key Programme Board/Project Team members with loss of continuity/invested knowledge resulting in delay	FoDDC	2	1	1	2	2019/20 growth bid to increase Regeneration Services staff resources	Full time Regeneration Officer now appointed	WJ
ENVIRONMENTAL										

E 01	Lack of current asbestos survey & asbestos register for all buildings constructed prior to 1999.	FoDDC	3	4	3	9	Cost of asbestos survey work included in Full Council approval 18.10.18	Asbestos survey work - phase 1 refurbishment survey & asbestos register completed. Phase 2 demolition survey to proceed prior to demolition works	WJ
E 02	Lack of ecology/geotechnical/topographic/utilities survey data delays planning application process.	FoDDC	1	1	1	1	Cost of ecology & GI survey work included in Full Council approval 18.10.18	Topographic survey & below ground utilities mapping completed.	WJ
E 03	Risk of Japanese Knotweed presence on site increasing	HE	3	4	4	12	Treatment required in August prior to site acquisition to isolate and prevent spread	HE Estates agreed to undertake in Aug 2019 if transfer not complete.	WJ
E 04	Mineshaft or other mineworkings hazard discovered during construction phase - resulting in changes to scheme design with attendant delay and potential increased cost	FoDDC	2	2	4	8	Undertake detailed ground investigation survey	Mining desktop survey work completed	CH
E 05	Risk of roadside trees becoming dangerous to road users and pedestrians	HE	2	1	1	2	FoDDC initial tree survey has identified 3 chestnut trees that require further inspection	FoDDC to make this a pre-condition of site acquisition	CT/TD

Issues Log				
No.	Identified issue	Owner	Action/monitoring	Action by
1	Delay in site acquisition.	HE/FoDDC	External legal advisers appointed to complete site acquisition - Okells Francis Law. Liaison with HE on a weekly basis to check progress.	CT/PW
2	Major redevelopment project with potential for significant long-term Council investment.	FoDDC	Provide regular update report to Overview & Scrutiny Committee	CH
3	Failure to attract Masterplan/Business Case consultant following Procurement Hub tender exercise	FoDDC	Re-run the Procurement Hub ITT with a longer response period or work with Savills to provide a tender submission.	AD/WJ