

Craven Risk Assessment Model (CRAM) - Assessment of Significant Risks

APPENDIX C

Skipton Town Hall Refurbishment - Risk Register updated June 2014

Service Unit /Area of Risk - Asset Management	Manager Responsible : Hazel Smith
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Risk number	Potential Risks and Consequences What Might Happen?	Hazards What are the causes?	Risk Likelihood & impact : Score 1-5 where 1 = low Raw Score as identified in CRAM	Risk Control Measures currently in place	Risk Likelihood & impact: score 1-5 where 1 = low Taking account of current control measures	Do Risk Control Measures currently in place reduce the Risk sufficiently	Additional Measures that could be implemented to reduce the Risk further (highlight resource requirements	Officer and planned implementation date
1	Refurbishment works exceed budget leading to non completion of projects or lower standard of finish	underestimation of costs, unforeseen costs once work commences. Building remains open and contractors have to work around public	Likelihood : 5 Impact : 3 Raw Risk Rating : (L X I) 15	1) Strong budget management in place. 2) Professional cost consultants costed the project. 3) Professional surveyor/engineers support in place. 4) Competitive procurement. 5) Contingency built in.	Likelihood : 4 Impact : 3 Raw Risk Rating : (L X I) 12	no	1) Identification of additional finance. 2) Monitoring & refinement of on-going costs. 3) Investigate possible revision of scope of works	1) end August 2) on-going 3) on-going Asset & Property Manager
2	Project poorly managed leading to refurbishment works not being completed on budget or within timescales or to required standard, overspend, poor quality , reputational issues	failure to appoint experienced professionals to deliver,	Likelihood : 4 Impact : 4 Raw Risk Rating : (L X I) 16	1) Steering Group in place to oversee project. 2) Professional multi disciplinary team have been appointed to manage project. 3) Asset Management Team contract managing professional team.	Likelihood : 2 Impact : 4 Raw Risk Rating : (L X I) 8	yes but see next column	1) Ensure continued close monitoring of professional team.	on-going Asset & Property Manager

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3	Failure to secure necessary consent for proposed works leading to inability to deliver proposed projects.	Don't secure planning permission . Don't secure listed building consent	Likelihood : 3 Impact : 5 Raw Risk Rating : (L X I) 15	1) Members invited to pre-consultation session. And meeting held with Lead Member. 2) Liaison with English Heritage (verbal support given) . 3) Public consultation event with positive outcome. 4) Professional team submitting applications.	Likelihood : 2 Impact : 5 Raw Risk Rating : (L X I) 10	yes but see next column	Application approved by CDC planning Committee, now subject to call in.	June /July 2014 Asset & Property Manager
4	Failure to secure tenants for building leading to loss of income, on-going maintenance costs not covered by revenue	inadequate marketing, unsuitable units created.	Likelihood : 2 Impact : 3 Raw Risk Rating : (L X I) 6	1) Consultation taken place with potential tenants to design appropriate spaces. 2) On-going marketing. 3) professional retail agent appointed	Likelihood : 2 Impact : 3 Raw Risk Rating : (L X I) 6	<u>no</u>	Working up change of use and listed building consent application to go to Sept/Oct planning committee.	Sept/Oct 2014 Property Manager

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5	Safety of visitors and staff compromised during refurbishment works leading to potential injuries/damage , insurance claims and loss of reputation	poor project management , inadequate health and safety management	Likelihood : 4 Impact : 4 Raw Risk Rating : (L X I) 16	1) Professional team in place with CDM coordinator. 2) Regular monitoring of professional team/appointed contractors. 3) Regular onsite inspections. 4) Suitably experienced/professionally qualified contractors appointed. 5) Contracts Works insurance in place.	Likelihood : 2 Impact : 3 Raw Risk Rating : (L X I) 6	<u>yes but see next column</u>	Ensure implementation of CDM Coordinator's advice.	on-going Asset & Property Manager
6	building or part of building closes during refurbishment works leading to loss of revenue and reputation issues	building not accessible during works for health and safety reasons, inadequate forward planning	Likelihood : 3 Impact : 3 Raw Risk Rating : (L X I) 9	1) Professional team working up programme of works with timescales & potential closure dates. 2) Future potential customers (bookings/events) being advised of any potential closure dates.	Likelihood : 3 Impact : 3 Raw Risk Rating : (L X I) 9	<u>no</u>	1) Firm up dates of works as early as possible. 2) provide early notification to customers. 3) draw up Communications Plan / 4) Advertise/communicate refurbishment works/closures to public	1,2,3&4) End August 2014

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7	traffic issues/closure along Jerry Croft leading to loss of income from car parking and loss of reputation. Potential injuries to public	excess lorry traffic or scaffolding necessitating closure for health and safety reasons	Likelihood : 3 Impact : 2 Raw Risk Rating : (L X I) 6	1) Diversions can be put in place to ensure continued use of car park. 2) CDM Coordinator will ensure compliance with health and safety with contractors.	Likelihood : 3 Impact : 2 Raw Risk Rating : (L X I) 6	<u>no</u>	1) Provide notice and write to businesses re any closures of Jerry Croft once dates are known. 2) Notify emergency services of closures. 3) Liaise with contractors on closures. 4) CDC to implement pedestrian management as required liaising with contractors and CDM Coordinator as necessary. 5) Inform Communications Plan once dates are known.	1 & 2) End August 2014 3) & 4) on-going 5) end August 2014
8	poor image of town hall whilst works on-going leading to reputational issues	lack of communication with public and Members	Likelihood : 3 Impact : 3 Raw Risk Rating : (L X I) 9	1) Implementation of Communications Plan to inform public. Regular Core Brief updates. 3) Regular site visits for stakeholders.	Likelihood : 2 Impact : 3 Raw Risk Rating : (L X I) 6	<u>yes but see next column</u>	Ensure continued and on-going engagement with public and stakeholders.	on-going Asset & Property Manager

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9	Lack of access to tourist information and museum services during works leading to reputation loss and dissatisfaction from public. Loss of income	works necessitate closure or restricted access	Likelihood : 4 Impact : 2 Raw Risk Rating : (L X I) 8	1) Alternative access for Museum and TIC subject to fire regulations. 2) Investigate alternative location for providing services	Likelihood : 4 Impact : 2 Raw Risk Rating : (L X I) 8	<u>no</u>	Once project plan and timescales available consider the following 1) investigate alternative museum access. 2) Fire safety regulations to be investigated to ensure compliance. 3) investigate feasibility of providing alternative locations for providing services on temporary basis e.g.. tourist info leaflets	End of August 2014 Museum & Arts Manager
10	Re Phase 2 - Failure to identify a solution for redevelopment of remainder of building and Council services within leading to dissatisfaction with services , loss of reputation	Lack of consensus , financial cost	Likelihood : 4 Impact : 4 Raw Risk Rating : (L X I) 16	1) agreed business plan in place outlining basic requirements. 2) Ability to engage professional team in phase 2 development. 3) Consultation with Members.	Likelihood : 3 Impact : 4 Raw Risk Rating : (L X I) 12	<u>no</u>	1) Further consultation with Members and Public to take place. 2) Engage with potential funders to investigate possibility of grant funding	Sept 2014 Strategic Manager (Planning and Regeneration)