

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

APPENDIX C

Skipton Town Hall Refurbishment - Risk Register updated March 2015

Service Unit /Area of Risk - Asset Management	Manager Responsible : S Callaghan
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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. contingency now spent	Likelihood : 3 Impact : 3 Raw Risk Rating : (L X I) 9	no	1) Identification of additional finance. 2) Monitoring & refinement of on-going costs. 3) Investigate possible revision of scope of works	1) end March 2) on-going 3) on-going Project 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 Risk reworded to Building works not finished on schedule leading to reputation issues	failure to appoint experienced professionals to deliver, unforeseen additional works required. Poor management.	Likelihood : 4 Impact : 3 Raw Risk Rating : (L X I) 12	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. 4) PR Comms plan in place	Likelihood : 3 Impact : 2 Raw Risk Rating : (L X I) 6	yes but see next column	1) Ensure continued close monitoring of professional team. 2) : Potential ageement to work longer daylight hours/weekends to ensure completion in time for elections or agree partial handover 3) continual monitoring of timescales /programme to make adjustments as necessary	on-going Project Manager

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3	Failure to secure necessary consent for proposed works leading to inability to deliver proposed projects. THIS RISK IS NO LONGER RELEVANT FOR PHASE 1.	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	Inability to secure agreements with tenants for building within forecasted timescales leading to non realisation of anticipated revenue income , on-going maintenance costs not covered by revenue	inadequate marketing, unsuitable units created. Non agreement on heads of terms and/or planning permission issues	Likelihood : 3 Impact : 3 Raw Risk Rating : (L X I) 9	1) Consultation taken place with potential tenants to design appropriate spaces. 2) On-going marketing. 3) professional retail agent appointed 4) Regular meetings with potential tenants. 5) approvals going to Policy Comm and full Council. 6) Prudent budgeting	Likelihood : 2.5 Impact : 3 Raw Risk Rating : (L X I) 7.5	<u>yes</u>		June 2015 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. 6) building currently closed apart from TIC	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

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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 : 2 Raw Risk Rating : (L X I) 6	1) Professional team working up programme of works with timescales & closure dates. 2) Future potential customers (bookings/events) being advised of closure dates. Current events cancelled until 1 May. 3) Skipton TH newsletter issued to businesses and stakeholders to keep them appraised of progress.4) New Communications plan in place	Likelihood : 5 Impact : 2 Raw Risk Rating : (L X I) 10	<u>no</u>	1) Adjust revenue budget to take account of closure 2) Ensure communication channels kept open and public informed of reopening	1 march 2015 2) ongoing

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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. 3) Income on the car park has not been affected so far	Likelihood : 2 Impact : 2 Raw Risk Rating : (L X I) 4	<u>no</u>	1) Provide notice and write to businesses re any closures of Jerry Croft. 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.	ongoing
8	poor image of town hall whilst works on-going leading to reputational issues THIS RISK IS AMALGAMATED WITH RISK 6	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. 4) Skipton th newsletter to business and 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 Project 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	TIC remains open but museum closed due to fire safety regulations.	Likelihood : 5 Impact : 2 Raw Risk Rating : (L X I) 10	no	Manage programme of works and public expectation to open museum facility at earliest opportunity.	ongoing
10	Re Phase 2 - Failure to identify a solution for redevelopment of remainder of building and Council services within leading to dissatisfaction with services ,	Lack of consensus , financial cost	Likelihood : 4 Impact : 2 Raw Risk Rating : (L X I) 8	1) agreed business plan in place outlining basic requirements. 2) professional appointed to draw up 1st round application for Lottery funding. 3) Consultation with Members arranged.	Likelihood : 3 Impact : 2 Raw Risk Rating : (L X I) 6	no	1) Further consultation with Members and Public to take place in March. 2) Engage with potential funders to investigate possibility of other grant funding	March 2015 Project Manager

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11	Inability to proceed with Musum refurbishment leading to museum and TIC not being upgraded to provide better visitor experience and maximise potential revenues.	round 1 funding application is rejected. Match funding from CDC is not available from budgets	Likelihood : 4 Impact : 5 Raw Risk Rating : (L X I) 20	1) experienced HLF Project Officer on secondment from Barnsley MBC drawing up application. 2) Full communications plan prepared. 3) Full consultation programme prepared. 4) Good relationships with HLF officers developed.5) Experienced Conservation Architects/museum designers in place to advise.	Likelihood : 2.5 Impact : 5 Raw Risk Rating : (L X I) 12.5	yes		September 2015 Project Manager

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12	Failure to identify a solution for the redevelopment of the main hall , backstage rooms and rear exterior of the building leading to inability to realise potential for increased revenue	Lack of consensus , financial cost. Loss of key staff.	Likelihood : 3 Impact : 3 Raw Risk Rating : (L X I) 9	1) updated business plan and new options appraisal & strategic plan currently being prepared. 2) Brief to establish the cost of procuring a performance venue consultant to advise is currently being prepared.	Likelihood : 2 Impact : 3 Raw Risk Rating : (L X I) 6	no	1) Full Member and public consultation programme. 2) Member approval required for the strategic plan and any match-funding requirements. 3) Full consultation with Arts Council to ensure CDC receives an approval to apply for any funding required.	December 2015 Project Manager
13	Failure to deliver a successful performance and events programme leading to inability to realise potential for increased revenue	lack of consensus, inexperienced staff, finance not available for staff. Current lack of modern facilities until refurbishment of hall and stage	Likelihood : 3 Impact : 3 Raw Risk Rating : (L X I) 9	brief prepared for procuring performance consultant to advise on programming.	Likelihood : 2.5 Impact : 3 Raw Risk Rating : (L X I) 7.5	no	Potential staff review to be undertaken after consultant advice. Act upon any further advice given in the consultant's report.	Ongoing Project Manager