

REGENERATION PROGRAMME LEVEL RISK REGISTER															
Reference Number	Date Opened	Description	Nature	Probability	Impact	Score	Cause/Consequence	Mitigation	Probability	Impact	Score after Mitigation	Date Closed	Identified by	Risk Owner	
P_R_015	05/06/2017	Lack of sufficient allowances in cost plans to cover energy centres on individual sites if district heating network is not constructed	Financial	B	2	B2	If district heating network does not proceed, each site will have to fund individual energy centres to fulfill heating requirements, which will affect the financial viability by reducing the net initial yield. The funding for the district heating network cannot simply be diverted as funding for that project was not solely capital funded - a proportion of costs was provided by grants.	Assess costs of individual energy centres and ensure that the cost plans show this detail. Assess the change to net initial yield - the change may lead to the district energy heating network becoming the most viable.	C		C2	Open	Sebastian Barber	Sebastian Barber	
PC_R_013	22/07/2016	Maintenance and handover strategy inadequate.	Business	B	2	B2	There is not currently a strategy for handing over the PRS units on completion or for their ongoing maintenance. Also public realm and garden management.	Ops Board to raise with Concillium. Owner to be identified for marketing/handover strategy engagement within programme team.			B2	Open	AT	AT	
BQ_R_044	15/05/2017	Phase 1/2: Removal of Plot 5 (the Bridge) negatively impacts on viability.	Financial	C	1	C1	Negative impact on viability.	Redesign Plot 2 to increase quantum of units.	C	3	C3		AM	AM	
BQ_R_045	15/05/2017	Phase 1/2: Redesign of Plot 2, in light of loss of Plot 5, likely to cause delay to programme.	Programme	B	3	B3	Delay to programme (up to 2 months)	Review programme with design team to try to minimise delay.		3	B3		AM	AM	
GR_R_007	12.06.18	Council to put in place a clear Management plan for delivered Units and decide how the responsibility of common areas, surface parking which is for the social housing will be designated and integrated to the management of Private (parking is	Logistics	C	2	C2	Common areas and services may be unfairly allocated in terms of cost to units.	Social, PRS, Private units require urgent decision on how the Management of delivered units will work	D		D2	N/A	CK	PN, AP	
GR_R_010	16.06.19	Handover Process from Regen. To Housing to Council tenant occupancy not yet in place	Logistics	D	2	C2	Unforeseen Services Charges and Costs to the Council if not in place	Housing will chair a Task Breakdown Workshop to Clarify the process	D		D2	N/A	CK	PN, AP	
NC_R_029	13/06/2017	Residential element currently progressing based on assumption of direct delivery. If delivery strategy changes, might have significant impact on design and underground requirements	Design	C	2	C2	Dependent on outcome of financial / programme review. Design freeze has taken place, pressure on programme due to upcoming election.	Alternate scheme currently designed to RIBA 1+; project is currently at RIBA 2	C	3	C3		Matthew Murphy	Matthew Murphy	
P_R_001	06/07/2016	Planning committee does not accept higher densities and lower parking provision necessary for a viable programme	Planning	B	2	B2	The planning committee is currently rejecting some applications which have officer recommendation to approve on density and parking grounds which are not reflected in policy. If this continues then it will not be possible to deliver a viable programme.	Committee training to generate understanding of the context of development in Harrow as an area of London which is facing increasing demand for housing and has a need to shift to sustainable transport patterns. Briefing Committee on relevant appeal decisions and their financial implications. Thorough pre-application discussion and scheme amendment under established PPA arrangements. Introduction of new pre-submission Planning Committee briefings on relevant projects.	C	3	C3	Open	PW	PCB	
P_R_002	06/07/2016	Increasing/unpredictable construction costs	Business	C		C2	The UK is currently facing a period of economic uncertainty following the EU referendum. Early impacts on the construction industry have been less dramatic than some pundits anticipated and so far appear to be on the demand side, which would be favourable to the programme. However, the impact of restrictions to labour supply if immigration rules change may lead to	Early procurement of contractors will assist in effective monitoring and management of this risk. Packaging projects together and developing a partnership with one or more contractor developers, if done carefully, would allow some sharing of risk which would be beneficial to both parties. Contingency plans are being developed to deal with unexpectedly high tender prices or lack of response from contractors/developers.	C	3	C3	Open	PW	PCB	
P_R_004	06/07/2016	Failure to generate sufficient capital receipts	Business	C			A key programme output, the delivery of a cost-neutral Civic Centre, is dependent on the production of capital receipts relating to other sites, largely from Poets' Corner.	This central risk is being managed through close attention to the commercial returns from Poets Corner and other sites, in particular through the delivery of joint venture arrangements which will produce higher returns than simple land sales. Also there is a clear focus on cost control in the design of the new Civic Centre, and progressively more detailed cost estimates as the design develops. Ultimately the design and fitout needs to be designed and delivered to fit the available capital	C	3	C3	Open	PW	PCB	

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P_R_005	06/07/2016	Programme scope changes	Political	B	3	B3	Changes in the scope of outputs for the programme in respect of the production of affordable or temporary housing impact on other outputs, such as cost neutrality for the new Civic Centre or viability of the completed housing schemes.	Careful liaison with the Housing team and Finance, along with appropriate planning advice, will reduce the risk of unexpected impacts, as long as expectations are clearly expressed and managed. All changes in scope which would require key decisions must be referred to Cabinet	C	3	C3	Open	PW	PCB
PC_R_026	23/03/2017	Skills gap/resource shortfall: additional internal resource and experience required as get closer to delivery phase and contractor procurement.	Business	C	2	C2	Team inadequately resourced/experienced to manage project effectively in delivery.	Senior capital project manager (delivery) to be appointed to review existing status of project, identify, advise, support and guide on project risks and issues and lead on project delivery etc.	C	3	C3		AT	AT
PC_R_027	18/05/2017	Given solution to fee increase, design team highly likely to be novated to contractor to carry out RIBA stage 4 design work.	Design	C	2	C2	Poses risk to Council of quality control and reduction of influence. Contractor needs to be on board as soon as possible to prevent delays.	Pre-construction phase to be carefully managed; robust set of requirements to be prepared and contract to be clear what is required by Council in terms of quality and retention of design team.	D	2	D2		AT	AT
BQ_R_048	13/07/2017	Phase 1/2: Programme for taking business case to Cabinet and to submit planning application likely to coincide. Unclear if Cabinet approval is required ahead of planning submission.	Programme	C	3	C3	Could add delay to planning submission programme if Cabinet approval is required before. Administration may choose to delay until after the local election.	PN to provide a view on whether Cabinet is required ahead of planning.	C	4	C4		AM	AM
NC_R_018	01/03/2017	Inability to secure resolution on 22 car park spaces leasehold of Premier House	Planning and Construction	C	2	C2	Title of car park contains rights for 22 car park spaces, on long leasehold to Premier House. Construction cannot begin until the leasehold rights are surrendered. Potential options are: 1. Re-provision of 22 spaces 2. Reduction of number of spaces and p	Team to investigate viable sites for re-provision. Engagement with owner to explore all routes.	E	3	E3	Open	Sandra Perez	Sandra Perez
P_R_003	06/07/2016	Delivery Team Resilience	Staffing&Culture	C	3	C3	The delivery team is currently vulnerable to the loss of team members. The consequence of this would likely be delay in delivery and the potential for a loss of control of quality and cost.	Once capital and revenue funding for the programme is confirmed staff members who are currently on temporary contracts should be offered permanent jobs. Project and programme knowledge/responsibility should be shared between senior and junior team members to improve resilience. Programme resources should be augmented via the use of consultants	E	4	E4	Open	PW	PCB
P_R_006	01/01/2015	Starter homes	Compliance	C	3	C3	The Housing & Planning Act 2016 requires planning authorities to prioritise the production of starter homes. This is potentially very disruptive for PRS schemes which cannot easily be split to allow a private sales element and may reduce the Council's ability to use developments to reduce the impact of temporary accommodation	Viability arguments should reduce the impact of Starter Homes as long as protocols for their use are agreed well in advance with Housing. The policy landscape surround Starter Homes is shifting and care should be taken to remain up-to-date with policy		4	A4	Open	PW	PCB
P_R_007	01/01/2015	Civic/Poets Coordination	Business	B	1	B1	Poets corner and the new Civic project must run in lock-step if the overall aim of cost neutrality is to be met. If costs (and therefore scope) aren't very carefully managed then the programme will fail to achieve one of its key objectives.	Programme management co-ordination through established governance procedures. Regular liaison meetings at technical level to be set up.	F	4	F4	Open	PW	PCB
P_R_008	01/01/2015	Legal support	Staffing&Culture	C	3	C3	Legal support for the programme is provided on an ad hoc basis and timescales set out so far are intolerably long (eg 6 months for a building contract). Work will not commence on site in the absence of a construction contract so this represents a considerable programme risk.	Agree acceptable SLA with HB law, securing external legal support where appropriate	E	4	E4	Open	PW	PCB
P_R_009	01/01/2015	Accounting support	Staffing&Culture	B	3	B3	Currently accountancy support for the programme is provided as a part of a single officer's role. This is not sufficient to service a £350m programme. Lack of support risks a loss of control of finances and reputational damage with internal stakeholders if financial reporting/management is poor	Continuing engagement with Finance to provide additional resource.	E	4	E4	Open	PW	PCB
P_R_011	26/07/2016	Energy centre	Logistics		2		District heating will be required on the major development sites and default provision is being made for this. A larger shared heat network, particularly a CHP network, could provide significant cost and energy efficiencies but adds delivery complexity.	Arup completed initial feasibility work. District Heating Project Manager appointed. A detailed WHP feasibility study is now in progress and initial draft report now completed. Decision on the approach needs to be expedited in order to inform detailed design stages and procurement processes on individual sites.	F	4	F4	Open	PW	PCB
P_R_014	01/01/2015	London Plan Energy Effic	Planning		3	A3	From October 2016 the London plan requires all residential development to be zero carbon, or pay a charge set by the local authority. This requirement is being incorporated into programme costs.	All projects will be required to meet London Plan standards as part of the planning process. Design teams are briefed to include provisions to reduce the impact of this requirement as early as possible (Stage 1 min). There is potential to recycle the offset charges into the District Heating network, if a shared network is implemented.	D	4	D4	Open	PW	PCB