

REGENERATION PROGRAMME LEVEL RISK REGISTER											
Reference Number	Date Opened	Description	Nature	Probability	Impact	Score	Cause/Consequence	Mitigation	Probability	Impact	Score after Mitigation
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
PC_R_034	01/10/2017	Stamp Duty and Land Tax and VAT implication unknwn and could have negative impact on scheme viability.	Financial	C	2	C2	Scheme viability affected - further VE required.	Understand legal structure between LB Harrow and Concillium LLP re tax issues prior to planning application and procurement of D&B Contract.	C		C2
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	Logistics	C	2	C2	areas, surface parking which is for the social housing will be designated and integrated to the management of Private (parking is underground) and PRS units	Social, PRS, Private units require urgent decision on how the Management of delivered units will work	D		D2
NC_R_031	16/08/2017	Engagement by design team with Council departments has highlighted inconsistency between the brief and expected provision for Council canteen.	Business	B	3	B3	Lack of engagement and information transfer at brief development stage. Parallel development of commercialisation strategy, resulting in changes to existing provision (eg. inclusion of Meals on Wheels at the new civic office) which could have detrimental effect on scheme from an operational point.	Further discussion with Programme Board to agree approach. Design team to investigate impact on design and cost to scheme.		3	B3
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
P_R_002	06/07/2016	Increasing/unpredicatble construction costs	Business	C	2	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
P_R_004	06/07/2016	Failure to generate sufficient capital receipts	Business	C	1	C1	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
P_R_005	06/07/2016	Programme scope changes	Political		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

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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		D2
PC_R_032	01/10/2017	Scheme doesn't get planning before May Local Elections.	Planning	B	2	B2	Delay in fixing design and establishing commercially viable scheme means missing planning committee prior to local elections. Unknown who will be on committee afterwards.	Keep both parties updated and provide regular briefings for planning committee members. Manage expectations with members etc. and provide realistic application and decision date.		3	B3
PC_R_036	01/10/2017	Council's long term energy and heating strategy unclear. Lack of advice/skill on client-side to critique sub-consultants proposals.	Design	C	1	C1	If M&E Design is not engineered and correctly designed from the outset there runs a significant risk of it not being fit for purpose. If the M&E Design is not fit for purpose impact on residents and creates a high cost and negative reputation for the Council.	Appoint client-side M&E Design Consultant ASAP to produce heat and power strategy for Phases 1 and 2 around scenarios that include phasing and a possible district heating system. Advise client and scrutinise design proposal submitted by PBA.	D		D2
BQ_R_045	15/05/2017	Phase 1: Delivery strategy for market sale units is unclear. Likely to involve appointment of development partner, who may want to change the design.	Programme	C	3	C3	Procurement of development partner and further change to design could cause delay and abortive work.	Delivery options report currently being prepared. Preferred delivery option to be selected promptly and progressed. Change process through planning is relatively fast and straight-forward. Soft market testing taking place.	D	3	D3
BQ_R_047	13/07/2017	Phase 1/2: Response to public consultation includes concerns related to loss of parking (for events hall), loss of open space and impact of tall buildings adjacent to park. Members of the public could be mobilised. Could impact member support for the	Planning	C	2	C2	Could impact member support for the scheme and ability to secure planning permission.	Ensure councillors are briefed, engage communications team in responses and develop robust planning argument and mitigation measures.	C	4	C4
BQ_R_049	17/08/2017	Phase 1/2: Likely delay to project if PPA timescales not honoured by planning team.	Programme	C	3	C3	Comments from planning team supplied up to a month late. If this continues will cause delay to planning submission.	Escalate to Head to Planning.	D	3	D3
BQ_R_050	08/09/2017	Phase 2: Leisure Centre contract manager does not have capacity or expertise to review contract options and how they can improve the Council's financial position in redeveloping the leisure centre.	Business	C	3	C3	May result in less favourable financial position for the Council.	Suggestion made for contract manager to commission research.	E	4	E4
BQ_R_054	08/09/2017	Phase 2: Cannot agree residential or leisure parking strategy with Parking Team	Planning	C	3	C3	If Parking Team does not agree to limit residential parking permits, and allocate user permits at peak times than current parking strategies cannot be implemented - likely to increase local parking pressure.	Will need senior officer agreement to implement planning strategy or will need to employ a private operator.	E	3	E3
BQ_R_055	22/09/2017	Phase 1/2: Finance team will not sign off on business case	Financial	C			Entire project will not go forward if finance team do not agree	Ensure finance team is satisfied with the programming and level of risk proposed.	E	3	E3
BQ_R_056	22/09/2017	Plot 1: Does not hit financial target	Financial	C			Addition of concierge, addition of DM fee, absence of internal spec; delay to site investigation.	PM continuing to chase internal spec. Development of structural design with SI info. Further VE / clarification of costs.	E	3	E3
NC_R_018	01/03/2017	Inability to secure resolution on 22 car park spaces leasehold of Premier House	Planning and Construction	C	2		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