

Master Register



Key									
Impact	High	5	5	10	15	20	25	<div>Red = Must be managed down urgently (Score 20 – 25)</div> <div>Amber = Seek to influence medium term/monitor (Score 12 – 16)</div> <div>Green = Tolerate and monitor (Score under 12)</div>	
		4	4	8	12	16	20		
	Med	3	3	6	9	12	15		
		2	2	4	6	8	10		
	Low	1	1	2	3	4	5		
		Low	1	2	Med	3	4	High	5
		Likelihood							

RISK REF	DATE RAISED	DATE AMENDED	POTENTIAL RISKS IDENTIFIED	MITIGATION	CURRENT RISK RATING			RAG	COMMENTS	ACTION/ OWNER
					Probability	Impact	Total			
Cinema										
Feasibility										
1	02.04.20		Existing drainage not as existing survey information.	Review by AECOM Civils team at each stage and consider further surveys.	2	4	8			Aecom
2	02.04.20		Contaminated land discovered that delays the works	Undertake desk top study and ground investigations as	2	5	10			Aecom
3	02.04.20		Adverse Ground Conditions.	Ground risks to be established through SI.	3	4	12			Aecom
4	02.04.20		Unknown underground services affect the work on site.	Review of existing drawings and decide if a GRP is required.	3	4	12			Aecom
5	02.04.20		Statutory Stakeholders require change of scope/design	Early engagement with Planning and Building control.	2	4	8			Aecom
6	02.04.20		Inaccurate existing topographical information leads to changes on site.	Topo study required for development of design beyond feasibility.	2	4	8			Delivery Team
Pre Construction										
7	02.04.20		Issues with new services/ relocation of existing services leads to delays.	Establish requirements at design stage and set up early dialogue with utility providers.	3	5	15			Delivery Team
8	02.04.20		Inflation causing greater construction costs than allowed for.	Ensure inflation is included in cost plans and budgets	2	4	8		AECOM and BCIS tenders indices to be reviewed for cost plans	Delivery Team
9	02.04.20		Unable to control capital costs.	Robust cost plans to be produced and market tested at key stages. Consider early contractor engagement.	2	5	10			Delivery Team
10	02.04.20		Habitat and rare species exist on site, eg bats.	Building surveys to be conducted and mitigation put in place if required by planners.	1	4	4		Unlikely to be required.	Delivery Team
11	02.04.20		Poor design leads to high maintenance costs.	Design team to consider lifecycle costs in their designs.	2	3	6			Delivery Team
12	02.04.20		Asbestos discovered.	Surveys to be conducted on the buildings as necessary. Abestos registers to be provided to assess risk and need.	3	4	12		Principle designer to consider.	Delivery Team
13	21.02.21		M&E provision to Market Hall to allow construction	Temporary design to be established and costed asap	3	5	15			Delivery Team
14	02.04.20		Social issues with youths	Risk Assessment by principal contractor	3	5	15			Delivery Team
Viability										
15	23.02.21		Covid / Lockdown pressures continue to effect operators market	Stepped lease terms to be agreed. Contractual option to pause programme should a further period of lockdown be enforced. Effective Feb 22 only.	2	5	10		Risk to be monitored and regularly reported. Operator comments confidence in return to market performance providing a further lockdown does not occur / reduce occupancy its mandated.	Delivery Team
16	23.02.21		Two ground floor retail units to be pre-let.	Business plan for 3 years rent free / void make in the project. Soft market testing to commence asap. Wide planning use to be secured	2	3	6		Early market testing to be carried out. Wide range of uses to be considered.	Delivery Team
17	23.02.21		Tender returns above approved budget	Suitable allowance made for risk and inflation. Monitor and	2	2	4		Design team to review regularly	Aecom
18	23.02.21		Cinema operator withdraws from the project	Swift exchange of agreement to lease following funding	1	5	5			Delivery Team



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Programme

19	02.04.20		Failure to meet project time scales.	Establish key dates for various phases and programmes to meet requirements. Early engagement with planning.	3	4	12		Remains a medium risk. Planning challenges may lead to project slip.	Delivery Team
20	23.02.21		Vacant possession of New Look & Shauls	Early engagemnet with Legal advisors. Programme established for securing possession.	2	2	4		May be effected but tenant fianncial issues. Shauls in liquidaton which may delay possession of the unit.	Delivery Team
21	23.03.21		Planning							Delivery Team
22	02.04.20		Delays in programme due to client approval process	Client approvals required to be clear on programme and TDC to ensure approval process, council meetings, etc are aligned.	2	4	8			Delivery Team
23	02.04.20		Changes in Client personnel.	Several points of contacts established at TDC.	2	3	6			Delivery Team
24	02.04.20		Changes in professional team personnel.	Several points of contacts established AECOM/ LHC.	2	3	6			Delivery Team

Planning

25	23.02.21		Heritage Issues (adjacent grade 2 listed building)	Early engagemetn with Planning. Heritage statement to be prepared to inform design.	2	3	6		May also lease to programme delay	Aecom
26	23.02.21		Public opposition due to scale and massing	Public engagement for building design. Clear benefits to be illustrated.	2	2	4			Aecom
27										

Policial / Public

28	23.02.21		Opposition to the closure of the Cinema / NADMACs	See Markets Risk	4	2	8			Delivery Team
29			Effects on Market Hall during construction	Managed through clear communication to market traderes	2	2	4			Delivery Team
30							0			Delivery Team