

Former Market Hall Risk Register Feb23 REV2

		PROBABILITY / IMPACT GRID				
PROBABILITY SCORE	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		IMPACT				

Reference Number	Date Raised	Risk/Issue	Type	Title	Description	Consequence	Pre-mitigated Impact / 5	Pre-mitigated Likelihood / 5	Pre-mitigated Risk Score / 25	Mitigation Strategy	Risk Owner - Organisation	Post Mitigated Impact / 5	Post Mitigated Likelihood / 5	Post Mitigated Risk Score / 25
RR-025	01/12/2022	Risk	Financial	Cost inflation	Inflation allowance are insufficient and estimated cost rises above available budget	Top up funding will need to be found from other sources OR the scheme scope/ costs will be need to be reduced	5	4	20	Continue to monitor market indicies and updated accordingly	Arcadis	4	4	16
RR-005	07/02/2023	Risk	Surveys and site	Flood risk mitigations	Pavillion building is within flood zone 3	Pavillion building requires further mitigations which will delay programme and increase cost	5	4	20	Flood Risk Assessment being undertaken by JBA, managed by OC. Initial risk assessment will be received before planning application however full modelling will be received after planning application is registered.	One Creative	4	4	16
RR-020	26/01/2023	Risk	Planning	Culvert	If culvert is unable to be opened within budget, there is a risk planning may not be granted	Rejection of planning application and downgrade of BREEAM status	4	4	16	Existing budget will allow for 50% of the culvert to be naturalised. If more funding is indentified the full length of the culvert can be exposed and planning application will be submitted on this basis	One Creative	4	4	16
RR-022	01/12/2022	Risk	Planning	Planning delay due to capacity shortage	Delays of planning determination due to lack of officer capacity	Planning determination delayed	4	5	20	Early engagement with Head of Planning and wider planning department. Targetting 23 March planning application for determination in 30 May committee meeting.	BDC	4	4	16
RR-034	01/12/2022	Risk	Financial	Fees and surveys cost inflation	Fees and surveys rise to above available budget	Changes in specification may be required reducing burden on professional fees or additional funding will need to be sought	4	4	16	Continue to monitor fees and surveys expenditure. Fees and surveys contingency Arcadis included in November cost estimate.	Arcadis	4	3	12
RR-040	26/01/2023	Risk	Financial	Tenants not identified for office building	Tenants cannot be found for commercial building	Financial and reputation impact for the council	4	4	16	NWEDR engaging with potential tenants and scoping requirements	NWEdR	4	3	12
RR-043	08/01/2023	Issue	Design	Sewer manhole	Existing Sewer manhole cover has been discovered on proposed main building location	Design changes to avoid building over manhole cover	4	4	16	OC investing if manhole cover is in use and making changes to existing design to ensure it is accessible	One Creative	4	3	12
RR-012	01/12/2022	Risk	Design	Providing access to the site off existing highways	If accessible parking is provided and/or servicing access needs to be provided from existing highway	No access for servicing/ emergency vehicles/ accessible parking will lead to objections from statutory consuitors	4	3	12	All hard landscaped public realm will be vehicle accessible. Control needs to be considered at later point (barriers etc.)	NWEdR	4	3	12
RR-016	01/12/2022	Risk	Statutory bodies	Incoming supplys from statutory authorities	There is insufficient capacity in water, power and gas networks to supply the development	Delays to construction and additional cost to faciliate utilities upgrades	4	3	12	Early engagement with all statutory utilities providers when RIBA 3 desigs are finalised	Arcadis	4	3	12
RR-001	26/01/2023	Risk	Surveys and site	Title constraints	Outstanding covenants within title	Restrictions on development within redline	4	4	16	Title is currently being reviewed by BDC legal team. RoW is not within the title register or plan.	BDC	3	4	12

Former Market Hall Risk Register Feb23 REV2

		PROBABILITY / IMPACT GRID				
PROBABILITY SCORE	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		IMPACT				

Reference Number	Date Raised	Risk/Issue	Type	Title	Description	Consequence	Pre-mitigated Impact / 5	Pre-mitigated Likelihood / 5	Pre-mitigated Risk Score / 25	Mitigation Strategy	Risk Owner - Organisation	Post Mitigated Impact / 5	Post Mitigated Likelihood / 5	Post Mitigated Risk Score / 25
RR-030	01/12/2022	Risk	Construction	Conflict with WCC high street south works	Access and working room is further reduced by adjacent WCC works on high street south	Delays and dependency on WCC works completing	4	4	16	Identify diversion route and early engagement with WCC	Arcadis / Main contractor	3	4	12
RR-018	01/12/2022	Risk	Planning	Stakeholder engagement	Very limited stakeholder engagement conducted through RIBA 2 and LUF bid	Scheme may be rejected at planning committee or receive political opposition if no substantive engagement takes place before planning application	4	4	16	Stakeholder engagement and consultation will be planned for February-March 2023 in advance of planning application. Monthly meetings with BDC Planning.	One Creative	4	4	16
RR-038	26/01/2023	Risk	Funding	LUF funding profile	Funding is not spent by March 2025 deadline	Funding clawback from DLUHC	4	4	16	Ensure spend profile of LUF funding is defrayed before funding end and spend profile held by DLUHC is up to date	NWedR/Arcadis	3	3	9
RR-039	01/12/2022	Risk	Stakeholders	Operator plan and model	No operator has been identified nor is there a plan for how the building will be operated.	Operator proposals may require BDC contributions towards fitout and/or specification changes. If no operator is found BDC will be responsible for maintenance and upkeep of the building	4	4	16	Currently assuming LUF monies will only deliver shell and public realm. BDC to confirm approach to operator model asap	NWedR	3	3	9
RR-019	01/12/2022	Risk	Planning	Site constraints	1/3 of the site is within a Conservation Area and level 3 flood risk zone. Current location of annex.	This will restrict permissible development and may lead to delays in gaining planning permission	3	4	12	BDC Planning officer being allocated to the project to provide early guidance. Mitigations will need to be made in the design to manage flood risk.	One Creative	3	3	9
RR-035	01/12/2022	Risk	Financial	Market viability of current configuration	Currently minimal evidence base for configuration. No operators or partners identified	If building is unoccupied BDC will be responsible for upkeep costs, potential funding clawback and reputational damage	4	4	16	NWedR are leading production of an Operational strategy. Bruton Knowles have completed a viability appraisal of the current scheme. Draft reports are positive with a residual land value of £3.868m	Arcadis	3	3	9
RR-041	26/01/2023	Risk	Stakeholders	Under use of the Pavillion building	Programme of events not fully developed for the pavillion building and asset is underutilised	Reputational and financial risk of the council	3	4	12	BDC leisure and events team attending monthly project team meetings. NWedR and TC manager developing operation strategy for Pavillion	NWedR	3	3	9
RR-032	01/12/2022	Risk	Construction	Supply chain delays	Materials delayed arriving to site due to supply chain issues. (CLT particularly)	Additional cost and time delays	3	3	9	Early engagement with supply chain via main contractor	Arcadis	3	3	9
RR-010	01/12/2022	Risk	Design	S.278 Highways works	Incorporation of highways works up to back of curb.	Objection from highways statutory authorities	3	3	9	Early engagement with WCC highways. WCC rep added to Project Team meeting	One Creative	3	3	9
RR-011	01/12/2022	Risk	Design	Integration of High Street South Works	Co-ordination of High street south works led by WCC, also using LUF funding	Poor quality appearance of incongruent finishes or specifications	4	3	12	Early engagement with WCC highways. WCC rep added to Project Team meeting	Arcadis	3	3	9
RR-007	01/12/2022	Risk	Surveys and site	Right of way through the site	The project team have been advised there is a right of way through the site	This will restrict where development can take place, require a temporary stopping up order and/ permanent diversion of the right of way	3	3	9	Arcadis are in contact with Jo Chambers (BDC) who has shared the location of the right of way. This will be confirmed with WCC and incorporated into the design. A temporary stopping notice will be applied for with WCC	Arcadis	2	3	6

Former Market Hall Risk Register Feb23 REV2

		PROBABILITY / IMPACT GRID				
		1	2	3	4	5
PROBABILITY SCORE	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
		IMPACT				

Reference Number	Date Raised	Risk/Issue	Type	Title	Description	Consequence	Pre-mitigated Impact / 5	Pre-mitigated Likelihood / 5	Pre-mitigated Risk Score / 25	Mitigation Strategy	Risk Owner - Organisation	Post Mitigated Impact / 5	Post Mitigated Likelihood / 5	Post Mitigated Risk Score / 25
RR-015	01/12/2022	Issue	Design	Culvert restricts developable area	Opening culvert will require remediation measures to water course and potential for required wayleave	Public realm designs drastically reduced and potentially size of building	4	3	12	Early engagement with North Worcestershire Water Authority who can enforce landowners responsibility to leave culvert open. However BDC is ultimately responsible for Culvert, consideration	BDC	2	3	6
RR-026	01/12/2022	Risk	Construction	Health and safety on site	Health and safety incidents on site	Harm to site operatives, liability of client to ensure H&S on site.	4	3	12	H&S strategy to be developed by Principal Designer and Main contractor and agreed by project team	Arcadis/ Main contractor	3	2	6
RR-027	01/12/2022	Risk	Construction	Health and safety of public	Incidents involving members of the public adjacent to site	Harm or injury to members of public, liability of client and contractors	4	3	12	H&S strategy to be developed by Principal Designer and Main contractor and agreed by project team	Arcadis/ Main contractor	3	2	6
RR-029	01/12/2022	Risk	Construction	Constrained site	Lack of space for welfare facilities, deliveries, deliveries, equipment etc.	Site operation is restricted, delays	3	3	9	Working area to be considered in RIBA stage three and defined in more detail at RIBA stage four.	One Creative/ Arcadis	3	2	6
RR-033	01/12/2022	Risk	Construction	Sub-contractor insolvency	Sub-contractor become insolvent due to challenging economic conditions	Cost and time delays caused by sourcing new sub-contractors	3	4	12	Assessing sub-contractor financials through contractor. Ensuring main contractor is paying sub-contractors promptly, to be assessed through quality criteria and incentivised through contract.	Arcadis	2	3	6
RR-036	26/01/2023	Risk	Financial	BDC PWLB funding application is delayed	Delay to match funding application	Delay to programme as funding application is made	4	3	12	Early engagement with BDC and regular updates received	BDC	3	2	6
RR-042	26/01/2023	Risk	Occupation and use	Viability and configuration of F&B uses	F&B provision needs to be of appropriate size and configuration to attract quality vendors	F&B space is unlet, loss of income and inactive frontage	3	4	12	Early market engagement with local vendors and ensure size is sufficient	NWedR	3	2	6
RR-004	01/12/2022	Risk	Surveys and site	Archeology during construction	Damage to archeologically significant land during construction	Loss of archeological importance	3	4	12	Heritage survey has been received and will be reviewed by OC	One Creative	3	2	6
RR-002	01/12/2022	Risk	Surveys and site	Ecology	Potential for disruption to wildlife and ecology including Water voles	Planning objections	3	2	6	Initial ecology survey has not identified risks to water voles. This report to be shared with BDC Planning colleagues to confirm no risk to wildlife.	NWedR	2	2	4
RR-006	01/12/2022	Risk	Design	Below ground obstructions and contamination	Any issues arising from SI, potential for remaining foundations from previous uses (before Birdbox)	Additional cost or delay caused by remediation and/or higher quality piling	3	3	9	Invasive site investigation to be completed in February and inform a Remediation Strategy and Validation Report at planning stage	Arcadis	2	2	4
RR-009	01/12/2022	Risk	Design	User/ stakeholder changes	Changes requested by users and stakeholders beyond the project brief	Programme delays/ cost overruns	3	2	6	Clear governance process, close/ coordinated cost and design management. Early stakeholder engagement, coordinated by Project Team meeting	Arcadis	2	2	4
RR-017	01/12/2022	Risk	Design	Secure by design - ASB and public safety	Design is not safe and secure in terms of encouraging ASB and hostile vehicles/ terrorism threats	Potential for future security incidents and ASB in operation	3	2	6	Risk assessment to be conducted with agreed RIBA III designs. Community safety team now included in Project Team meetings	One Creative	2	2	4

Former Market Hall Risk Register Feb23 REV2

PROBABILITY / IMPACT GRID						
PROBABILITY SCORE	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
IMPACT						

Reference Number	Date Raised	Risk/Issue	Type	Title	Description	Consequence	Pre-mitigated Impact / 5	Pre-mitigated Likelihood / 5	Pre-mitigated Risk Score / 25	Mitigation Strategy	Risk Owner - Organisation	Post Mitigated Impact / 5	Post Mitigated Likelihood / 5	Post Mitigated Risk Score / 25
RR-023	01/12/2022	Risk	Procurement	Contractor interest	No contractors bid for the opportunity	No contractor to complete the work. Delay to conduct more SME	4	2	8	Soft market engagement and selection of framework enough contractors	Arcadis	4	1	4
RR-031	01/12/2022	Risk	Construction	Delays associated with diversion of footpath	Delays and additional costs of diverting existing footpath St.John street	Public safety compromised while following diversion. Cost associated with diversion measures	4	3	12	Ensure appropriate signage and barriers are place during construction	Arcadis / Main contractor	2	2	4
RR-024	01/12/2022	Risk	Procurement	High framework fees	Unnecessary additional costs incurred by using uncompetitive framework option	Additional cost	3	2	6	Framework is the most time- efficient route to market. Framework fees will be identified before selecting final framework.	Arcadis	2	2	4
RR-008	26/01/2023	Issue	Design	Lack of parking	Design is currently 100% car-free	Queries by Stat consultees Highways and Planning. Potential for planning refusal	4	2	8	Accessible travel plan, Early engagement with WCC highways dept.	One Creative	3	1	3
RR-037	01/12/2022	Risk	Funding	LUF funding requirements	LUF funding requirements and outputs/ outcomes stipulate design outcomes including sq. m uses. Building designs may not meet funding requirements	Funding clawback	4	2	8	Arcadis/NWedR and DLHUC to jointly monitor outputs with DLHUC monitoring requirements and ensure designs are in-line with project brief	NWedR/Arcadis	3	1	3
RR-003	01/12/2022	Risk	Surveys and site	Archeology protection during surveys	Potential archeological importance within the site has been identified through THI work. This may be damaged during invasive surveys	Planning risk and loss of archeological importance	3	2	6	Heritage survey has been received and will be reviewed by OC	One Creative	2	1	2
RR-013	01/12/2022	Risk	Design	Right to light	Residential apartments behind Shimla peppers will be impacted and assessed through planning submission	Potential planning rejection	2	2	4	Daylight assessment will be undertaken prior to planning	One Creative	2	1	2
RR-028	01/12/2022	Risk	Construction	Oversailing rights and cranes on site	Ensure required oversailing rights are in place over neighbouring properties	Neighbouring properties rights are infringed	2	2	4	To be identified in information provided to contractor and in contractor methodology	Arcadis	2	1	2
RR-021	01/12/2022	Risk	Planning	Urban design review by LA	BDC requires urban design review by an independent firm.	Negative comments from appointed urban design reviewer	2	1	2	Early investigation of urban design review	One Creative	1	1	1