

Risk Log North Walsham High Street HAZ

Last review date: 24/08/2022

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
				Cedars				
1.1	16.07.21	1.06.22	NT/JJ		3	4	12	Project creep on scope
1.2	16.07.21	1.11.21	JJ		5	4	20	Delays and restrictions including materials shortage, labour shortages and cost increases
1.3	14.03.21		NT/JJ		4	3	12	Delay achieving objectives/causing deterioration of property
1.4	29.10.20		NT/JJ		5	3	15	Conflicting or inflated expectations from key stakeholders (reputation)

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
1.5	17.07.21	12.10.21	NT		3	4	12	Lack of demand for future use
1.6	17.07.21	1.11.21	NT/JJ		3	3	9	Sustainable/Energy Performance when completed
1.7	29.10.20	8.06.22	NT/JJ		5	4	20	Limitations on building/site - listed building, barns and curtilage, not adaptable, condition of heritage assets worse than anticipated

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
1.8	17.07.21	19.10.2021	NT/JJ		2	3	6	Lack of commitment to deliver and budget
1.9	29.10.20		NT		5	3	15	Asset management issues post development (rent arrears, dilapidations, voids)
1.1	29.10.20	8.6.22	NT/JJ		3	5	15	Insufficient funds available to improve buildings, barns and site (repair funding available)
				Town centre placemaking				
2.1	29.10.20	1.11.21	JJ		3	3	9	Lack of capacity/commitment and resources to deliver - internal and partners

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2.2	16.07.21	8.06.22	JJ		3	4		Objections raised to TRO (Traffic Regulation Order) causing delay in programme
2.3	29.10.20	6.04.22	JJ		5	4	20	Delays and restrictions including materials shortage, labour shortages and cost rises

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
2.4	29.10.20	6.04.22	JJ		5	5	25	Funding not committed within funders' timescales

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2.5	29.10.20	08.12.21	JJ		3	3	9	Issues raised through technical surveys and assessment and extensive consultation and engagement. Negative community response from minority/conflicting expectations.
2.5	29.10.20		JJ		2	2	4	Lack of ongoing maintenance resulting in deterioration
				Building Improvement Scheme				

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
3.1	16.07.21	1.11.21	NT		4	4	16	Delays and restrictions including materials shortage, labour shortages and cost increases
3.2	29.10.20		JJ		3	3	9	Lack of interest/applications (inc Covid related retail closures), Absentee building owners are unable or unwilling to engage with proposed improvements
3.3	29.10.20	1.11.21	JJ/NT		3	3	9	Delays getting projects approved/funding committed

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
3.4	29.10.20	1.11.21	NT/JJ/C Y		2	2	4	Lack of heritage specialists
3.5	29.10.20	8.12.21	NT/JJ/C Y		2	2	4	Initial work reveals extra restoration required
3.6	29.10.20	22.11.21	JJ/CY/N T/		3	4	12	Lack of internal capacity to monitor & inspect works and compliance on individual buildings eg listed building permissions, materials, technical standards
3.7	29.10.20		JJ		3	3	9	Lack of ongoing maintenance resulting in deterioration
3.8	28.06.22	28.06.22	JJ		4	3	12	Neutrient neutrality postpones planning applications for building conversion projects
				Historic research and skills				

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
4.1	29.10.20		JJ		2	2	4	Covid prevents events, courses, training taking place
4.2	29.10.20		JJ		2	3	6	Results of Historic England Historic Area Assessment research findings not available to inform Cultural Consortium and interpretation
				Cultural Programming				
5.1	29.10.20		LB/CW C		3	3	9	Unable to secure match funding for planned programming

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
5.2	29.10.20	01.11.21	LB/CW C		4	4	16	Consortium partners/ groups unable or willing to commit time and resources to support development and delivery of programming
5.3			LB/CW C		3	5	15	Community doesn't engage with cultural programming
5.4			LB/CW C		3	4	12	Delays in the delivery of the wider HAZ scheme impact the cultural programming timeframe.
5.5		01.11.21	LB/CW C		3	3	9	Individual activities within the programme are mismanaged or poorly executed damaging the reputation of the wider programme.

Ref	Date Logged	Date updated	Owner	Title	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description
				Other/ General				
6.1	29.10.20		JJ/SQ		3	4	12	Loss of key personnel on project or unexpected sickness or absences
			JJ	Jenni Jordan	North Walsham HSHAZ Project Manager			
			Nt	Neil Turvey	Estates Strategic Surveyor			
			CY	Chris Young	Conservation Design & Landscape Team Ldr			
			SQ	Stuart Quick	Economic Growth Manager			
			LB	Laura Blackwell	Project Enabler			
			CWC	Catherine Wedge-Clark	HSHAZ Comms and Community Engagement Officer			

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Project Board, conservation architect lead professional, clear reporting, brief, contingency	Implemented: Project Board, conservation architect appointed lead professional, clear reporting, brief, contingency. Strategic Surveyor project lead.	2	2	4
Specifications revised and QS oversee cost plan. Contingency, reschedule and reprofile budget	Implemented: Specifications revised and QS overseeing cost plan. Review tenders reschedule and reprofile budget	3	4	12
Project Management and resources committed. Essential repairs carried out.	Implemented: Project Management and resources committed: Strategic Surveyor, Property Services and Assets and Estates. Essential repairs carried out.	2	2	4
Stakeholder engagement and communication.	Implemented: Social Pinpoint, property marketed for range of uses commercial and community	2	2	4

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Pre let, marketing, rent free period/incentives, flexible terms	Implemented: Property marketed prior to repairs, several interested parties, Heads of Terms issued. Barns marketed	3	3	9
Undertake works that improve sustainability EPC. Whole building approach environmental assessment	Implemented: Whole building approach environmental assessment completed and incorporated into construction tender brief. M&E review recommended electric heating system	2	2	4
Condition survey completed and additional specialist surveys, feasibility, skilled/specialist resources/guidance commissioned. Ongoing HE advice sought.	Implemented: Condition survey and additional specialist surveys, feasibility, skilled/specialist resources/guidance completed. Additional works identified on site - extensive lime plaster replacement, chimney repairs, window joinery repairs resulting in increased costs. Ongoing HE advice sought and advice given on change to specification of materials, rainwater goods also resulting in increased costs	4	3	12

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Project Board and Cabinet, internal staff resources, internal comms support	Implemented: Project Board agreed proposal, Strategic Surveyor overseeing project management, P/T HSHAZ Comms and Community Engagement Officer appointed	2	2	4
Proactive asset management, service charges to fund maintenance	Implemented: Strategic Surveyor to oversee property lettings and management	2	2	4
Project Board and QS appointed, prioritise repairs to main building	Implemented: Project Board, comms, QS appointed, prioritised repairs to main building. NWTC applied for AHF grant for feasibility study	3	4	12
Appointed external professional support - multidisciplinary consultant team	Implemented: Appointed external professional support - multidisciplinary consultant team. Strategic Surveyor	2	2	4

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Extensive consultation to be carried out on concept designs for public realm and highways set out in masterplan	Implementation: Extensive consultation carried out autumn 2021 and results shared widely. Proposals and designs amended and reflected in TRO. Small number of objections raised, mitigation outlined, requested withdrawal from objectors. Two objections withdrawn subsequently. Delegated authority sought	2	5	
Specifications revised and QS overseeing cost plan. Contingency, reschedule and reprofile budget. Public realm work is scaleable. Value engineering exercise - identify more affordable options, re-prioritise sub project elements, seek additional funding partners/external sources. Close management of contractors and cost planning.	Implemented: Specifications revised and QS overseeing cost plan. Contingency, reschedule and reprofile budget. Additional uplift funding secured and materials purchased. Products and materials lead time delays and cost increase continue to present risk. Unexpected issues arisen on site - cellars, UKPN power cable resulting in site delay. Continue to closely monitor and adjust programme	4	4	16

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
<p>Significant project risk. Ongoing financial review, project planning and reporting. Update and liaise with funding partners regularly. Reprofile spend where possible.</p>	<p>Implemented: Year 2 HE budget committed and defrayed. New Anglia LEP funding transferred to NNDC Capital swap process. Ongoing financial review, project planning, scheduling and reporting. Update and liaise with funding partners regularly. Reprofile spend where possible.</p>	<p>3</p>	<p>3</p>	<p>9</p>

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
<p>Review and amend concept designs and proposals to address and mitigate concerns where practical. Community Stakeholder Group and ongoing community engagement, Project Board review, Comms strengthened. Ongoing engagement throughout project.</p>	<p>Implemented: Additional consultation eg businesses re loading restrictions. Further traffic flow analysis - various points eg KA St. Signage review. Mitigation outside HAZ area eg NCC Grammar S Rd, bus interchange. Consultation findings, responses & amended proposals - Social Pinpoint/NCC website. Community Stakeholder Group meets, extensive public and targeted consultation, community engagement ongoing, Project Board includes community reps & NWTC. Ongoing engagement throughout project. P/T HSHAZ Comms</p>	<p>3</p>	<p>2</p>	<p>6</p>
<p>Agree annual maintenance plan and responsibility - public realm and highways. Ensure high quality appropriate materials used.</p>		<p>1</p>	<p>1</p>	<p>1</p>

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Individual project specifications revised and QS oversee project costs. Contingency, reschedule and reprofile budget	Implemented: Conservation architect and QS appointed lead professional administrators for BIG scheme. Pipeline projects prioritised on deliverability, impact, cost	3	4	12
Direct approaches to encourage owners to apply. Promotion through Business Partnership and Community Stakeholder Group. Communicate project benefits & criteria. Differential grant rates. Periodic review and adjustment to rates if necessary to encourage increased take up.	Implemented: Direct approaches to encourage owners to apply. Promotion through Business Partnership and Community Stakeholder Group. Press and social media coverage, Social Pinpoint. Communicate project benefits & criteria. Differential grant rates. Periodic review and adjustment to rates if necessary to encourage increased take up.	2	2	4
Collaboration with Historic England. Appoint external professional heritage/conservation architect support as lead professional	Implemented: Collaboration with Historic England. External professional heritage/conservation architect Hudson Architects appointed as lead professional	3	3	9

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Contract one lead heritage architect specialist practice. Identify potential contractors with HE and lead architects.	External professional heritage/conservation architect appointed as lead professional administrators. Brief issued architects appointed. Potential contractors identified	2	2	4
Feasibility and condition surveys carried out individual projects. Funding application and specifications reviewed. Consultation with HE.	Implemented: lead administrators reviewing applications & advising on works and costs	1	1	1
Review internal staff capacity. Project Board monitor. External specialist support commissioned - lead qualified and experienced professional.	Conservation Design & Landscape Manager in place to provide advice and guidance on projects. Strategic Surveyor appointed. External professional heritage/conservation architect appointed to support as lead professional	2	2	4
Agree annual maintenance plan in funding award. Maintenance guidance and training provided to individual property owners.		2	2	4
Review Eols. Identify projects that don't require planning permission for conversion works	Implementation: Identified projects not requiring planning permission for conversion works and prioritising repair and reinstatement projects	2	2	4

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Regular review Govt guidance and plan protection measures. Programme to take place when restrictions lifted/eased. Postpone and reschedule. Alternative delivery methods eg online, outdoors, digitisation.	Implemented: Regular review Govt guidance and plan protection measures. Programme to take place when restrictions lifted/eased. Alternative delivery methods eg online, outdoors, digitisation.	1	1	1
Regular update briefings key stakeholders - agreed quarterly. Community stakeholders representing NW Heritage Group and NW Archive involved.	Implemented: Regular update briefings key stakeholders - held quarterly. Community stakeholders representing NW Heritage Group and NW Archive involved. HE stated HAA research report will not be published until 2024	4	4	16
Alternative funding sources sought including community contributions. Project budget reviewed and reprofiled		1	2	2

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
Partners were briefed before joining the consortium so expectations were clear. Groups rather than individuals are represented so that should an individual be leave an organisation an alternative represented can take their place.	Due to lack of actiivty over last year some groups have limited reserouces and are unable to committ as much resercouse as anticipated. Additional support have been procuered in the form of a community engagment and communications assistant and the additional support of a paid events co-ordinator is also being considered.	3	3	9
Consortium members come from a range of community groups and representation a wide section of people. During the early stages of development community workshop will help refine and shape projects. Where harder to reach groups, such younger audience are targeted, these groups will be specifically engaged and consulted, and where possible given ownership, of planed of any activities. There will also be a wide range of activates and programming so that if one element is unsuccessful then it will not unduly impact the wider programme.		2	3	6
There is close communication between the consortium and HAZ Project team so that any possible delays are highlighted and taken into consideration. When possible events linked to key milestones in the HSHAZ scheme will include flexibility so they can be adjusted as needed.		3	3	9
Having community ownership of programming is a core element of the programme however there are substantial skills and experience represented on the cultural consortium and NNDC offers with expertise in areas such as health and safety will also be available for consultation and support.	As above option for additional support are being explored to ensure conheisive management of indiviudal projects.	2	2	4

Summary of Actions/Mitigation	Status	Subsequent Likelihood	Impact	Residual Risk
<p>A wide range of NNDC staff and local stakeholders are involved so the scheme is not heavily reliant on any one individual. Progress will be well documented and monitored to ensure clear communication and understanding amongst the project team. Weekly Project Team and Comms meetings. Should a key member of staff leave or be absent for a prolonged period there is sufficient in-house capacity to allow delivery to continue.</p>	<p>Implemented: Additional internal personnel and external professional support appointed. Weekly Project Team and Comms meetings.</p>	<p>3</p>	<p>2</p>	<p>6</p>