

Risk Log North Walsham High Street HAZ

Last review date: 27/01/23

| Ref | Date Logged | Date updated | Owner | Title | Likelihood | Impact | Inherent Risk (Likelihood x Impact) | Description | Summary of Actions/Mitigation | Status | Subsequent Likelihood | Impact | Residual Risk |
|-----|-------------|--------------|-------|--------------|------------|--------|-------------------------------------|---|--|---|-----------------------|--------|---------------|
| 1.1 | 16.07.21 | 1.06.22 | NT/LR | Cedars scope | 3 | 4 | 12 | Project creep on scope | 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 |
| 1.2 | 16.07.21 | 1.11.21 | NT/LR | delays | 5 | 4 | 20 | Delays and restrictions including materials shortage, labour shortages and cost increases | 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 |
| 1.3 | 14.03.21 | 07.12.22 | SK/RT | condition | 4 | 3 | 12 | Delay achieving objectives/causing deterioration of property | Project Management and resources committed. Essential repairs carried out. | Implemented: Project Management and resources committed: Property Services and Assets and Estates. Essential repairs carried out - building watertight. | 2 | 2 | 4 |
| 1.4 | 29.10.20 | 07.12.22 | NT/LR | reputation | 5 | 3 | 15 | Conflicting or inflated expectations from key stakeholders (reputation) | Stakeholder engagement and communication. Mixed views/ conflicts relating to preferred end use/ tennants | Implemented: Social Pinpoint, property marketed for range of uses commercial and community. Engagement with potential occupants | 2 | 2 | 4 |
| 1.5 | 17.07.21 | 07.12.22 | NT | demand | 3 | 4 | 12 | Lack of demand for future use | 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 |
| 1.6 | 17.07.21 | 1.11.21 | NT/SK | energy | 3 | 3 | 9 | Sustainable/Energy Performance when completed | 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 |

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| 1.7 | 29.10.20 | 8.06.22 | NT/LR | limitations | 5 | 4 | 20 | Limitations on building/site - listed building, barns and curtilage, not adaptable, condition of heritage assets worse than anticipated | 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 |
| 1.8 | 17.07.21 | 07.12.2022 | SK/RT | commitment | 2 | 3 | 6 | Lack of commitment to deliver and fund | Project Board and Cabinet, internal staff resources, internal team managing works and costs | Implemented: Project Board agreed proposal, in house cost/project management | 2 | 2 | 4 |
| 1.9 | 29.10.20 | | NT | asset mgt. | 5 | 3 | 15 | Asset management issues post development (rent arrears, dilapidations, voids) | Proactive asset management, service charges to fund maintenance | Implemented: Strategic Surveyor to oversee property lettings and management | 2 | 2 | 4 |
| 1.1 | 29.10.20 | 26.01.23 | SK/RT | budget | 4 | 5 | 20 | Insufficient funds available to improve buildings, barns and site (repair funding available) | Works being managed in-house. Cost control in-house and works undertaken by MTC contractor on agreed rates. Scope of works will need to be revised in accordance with the budget. | Implemented. Prioritised repairs to main building. Scope of works prepared. The anticipated costs of the remaining works and the delivery timescale are presently being developed. | 3 | 5 | 15 |
| | | | | Town centre placemaking | | | | | | | | | |

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| 2.1 | 29.10.20 | 07.12.22 | SQ | resources | 3 | 3 | 9 | Lack of capacity/commitment and resources to deliver internal and partners | Appointed external professional support - multidisciplinary consultant team | Implemented: Appointed external professional support - multidisciplinary consultant team. Strategic Surveyor | 2 | 3 | 6 |
| 2.2 | 16.07.21 | 07.12.22 | SQ | objections | 3 | 4 | 12 | Objections raised to TRO (Traffic Regulation Order) causing delay in programme | Extensive consultation carried out on concept designs for public realm and highways set out in masterplan | Implemented: TRO completed and works commenced in accordance with it in a timely fashion | 1 | 1 | 1 |
| 2.3 | 29.10.20 | 07.12.22 | SQ | cost | 5 | 4 | 20 | Delays and restrictions including materials shortage, labour shortages and cost rises | Specifications revised and QS overseeing cost plan. Contingency, reschedule and reprofile budget. Revise scope of works as 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 have presented a risk, but A=all main materials have been purchased, reducing risk inflation.. Unexpected issues arisen on site - cellars, UKPN power cable resulting in site delay. Multiple | 5 | 4 | 20 |

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| 2.4 | 29.10.20 | 07.12.22 | SQ | time | 5 | 5 | 25 | Funding not committed within funders' timescales | Significant project risk. Ongoing financial review, project planning and reporting. Update and liaise with funding partners regularly. Reprofile spend where possible. | 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. | 3 | 3 | 9 |
| 2.5 | 29.10.20 | 07.12.22 | SQ | works | 5 | 3 | 15 | Objections/complaints relating to disruption of works. | open dialogue with stakeholders and representatives. Responsive action by contractor. Provision of free car parking. Marketing and events. Failure to resolve could cause delay and cost increase | participation in meetings with business owners and representatives. Efforts to reduce noise and disturbance. | 3 | 3 | 9 |
| 2.5 | 29.10.20 | 07.12.22 | SQ | maintenance | 2 | 2 | 4 | Lack of ongoing maintenance resulting in deterioration | Agree annual maintenance plan and responsibility - public realm and highways. Ensure high quality appropriate materials used. | Discussions with NWTC and NWIB. Specifications agreed with | 1 | 1 | 1 |
| 2.6 | 18.01.22 | 26.01.23 | NT | Sinkhole | 2 | 2 | 4 | Contractors discovered unexpected void in the market place cause by a leaking corroded water pipe | Anglia Water contacted and inspected within an hour. Agreed that course of action was to replace length of pipe through digging a new trench. Anticipated to take 3 days to repair. Constructions gangs to undertake other jobs on site. | Implemented. Issue resolved in less than expected with no impact on access to | 1 | 1 | 1 |
| | | | | Building Improvement Scheme | | | | | | | | | |

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| 3.1 | 16.07.21 | 07.12.22 | NT | cost | 4 | 4 | 16 | Delays and restrictions including materials shortage, labour shortages and cost increases | 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 |
| 3.2 | 29.10.20 | 07.12.22 | LR | interest | 3 | 3 | 9 | Lack of interest/applications (inc Covid related retail closures), Absentee building owners are unable or unwilling to engage with proposed improvements | 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 |
| 3.3 | 29.10.20 | 07.12.22 | SQ/NT | delays | 3 | 3 | 9 | Delays getting projects approved/funding committed | Collaboration with Historic England. Appoint external professional heritage/conservation architect support as lead professional | Implemented: Collaboration with Historic England. External professional heritage/conservation architect appointed as lead professional. HE processes beyond control | 3 | 3 | 9 |
| 3.4 | 29.10.20 | 07.12.22 | NT/SQ/CY | expertise | 2 | 2 | 4 | Lack of heritage specialists | Contract one lead heritage architect specialist practice. Identify potential contractors with HE and lead architects. Contract relet/extended | External professional heritage/conservation architect appointed as lead professional administrators. Brief issued architects appointed. Potential contractors identified | 2 | 2 | 4 |
| 3.5 | 29.10.20 | 8.12.21 | NT/SQ/CY | physical | 2 | 2 | 4 | Initial work reveals extra restoration required | 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 |

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| 3.6 | 29.10.20 | 22.11.21 | SQ/CY/NT | capacity | 3 | 4 | 12 | Lack of internal capacity to monitor & inspect works and compliance on individual buildings eg listed building permissions, materials, technical standards | 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 |
| 3.7 | 29.10.20 | | SQ/NT | maintenance | 3 | 3 | 9 | Lack of ongoing maintenance resulting in deterioration | Agree annual maintenance plan in funding award. Maintenance guidance and training provided to individual property owners. | Grant conditions/guidance | 2 | 2 | 4 |
| 3.8 | 28.06.22 | 28.06.22 | SQ/NT | Planning | 4 | 3 | 12 | Neutrient neutrality (or other planning constraints) postpones planning applications for building conversion projects | Review EoIs. Identify projects that don't require planning permission for conversion works | Implemented: Identified projects not requiring planning permission for conversion works and prioritising repair and reinstatement projects. NN determined | 2 | 2 | 4 |
| | | | | Historic research and skills | | | | | | | | | |
| 4.1 | 29.10.20 | 05/01/2023 | LR/CWC | interruptions | 2 | 2 | 4 | Covid prevents events, courses, training taking place | 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 |
| 4.2 | 29.10.20 | 07.12.22 | LR/CWC | timing | 5 | 1 | 5 | Results of Historic England Historic Area Assessment research findings not available to inform Cultural Consortium and interpretation | Regular update briefings key stakeholders - agreed quarterly. Community stakeholders representing NW Heritage Group and NW Archive involved. In-depth research report into Cedars published December 2022. Interpretation materials to be developed in absence of full report. | 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. continue dialogue with HE | 5 | 1 | 5 |

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| | | | | Cultural Programming* This programme is funded by Historic England and Arts Council and managed independently of the High Street Heritage Action Zone scheme by a Cultural Consortium | | | | | | | | | |
| 5.1 | 29.10.20 | | CWC | | 3 | 3 | 9 | Unable to secure match funding for planned programming | Alternative funding sources sought including community contributions. Project budget reviewed and reprofiled | | 1 | 2 | 2 |
| 5.2 | 29.10.20 | 01.11.21 | CWC | | 4 | 4 | 16 | Consortium partners/ groups unable or willing to commit time and resources to support development and delivery of programming | 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 reduced of activity over recent past, some groups have limited resources and are unable to commit as much resource as anticipated. A P/T community engagement, communications assistant and events co-ordinator has bene appointed to develop, co-ordinate and promote cultural activities. | 3 | 3 | 9 |
| 5.3 | | 07.12.22 | CWC | participation | 3 | 5 | 15 | Community doesn't engage with cultural programming | 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. | reasonable levels of engagement and uptake | 2 | 3 | 6 |
| 5.4 | | 07.12.22 | CWC | clashes | 3 | 4 | 12 | Delays in the delivery of the wider HAZ scheme impact the cultural programming timeframe. | 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. | Close liaison has enabled works to accommodate events | 2 | 3 | 6 |

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| 5.5 | | 01.11.21 | CWC | management | 3 | 3 | 9 | Individual activities within the programme are mismanaged or poorly executed damaging the reputation of the wider programme. | 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. | The appointment of additional support has helped ensure cohesive management of individual projects. | 2 | 2 | 4 |
| | | | | Other/ General | | | | | | | | | |
| 6.1 | 29.10.20 | 07.12.22 | LR/SQ | | 3 | 4 | 12 | Loss of key personnel on project or unexpected sickness or absences | 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 meeting. Swwhen key members of staff have left, interim arrangements have been made and replacements secured or been absent for a prolonged period there is sufficient in-house capacity to allow delivery to continue. | Implemented: Additional internal personnel and external professional support appointed. Weekly Project Team and Comms meeting. | 3 | 3 | 9 |
| | | | LR | Lou Robson | 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 | | | | | | | | |
| | | | | | Project Enabler | | | | | | | | |
| | | | CWC | Catherine Wedge-Clark | HSHAZ Comms and Community Engagement Offier | | | | | | | | |
| | | | SK | Sean Kelly | Assistant Director for Organisational Development | | | | | | | | |
| | | | RT | Russell Tanner | Assets and Property Programme Manager | | | | | | | | |