

Risk and Opportunities Register – Southborough Hub

Version: September 2018

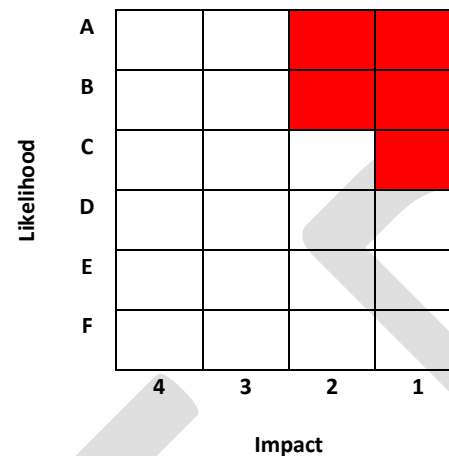


Notes

1. Work is on-going to identify any additional risks and opportunities, refine the description of the risks and opportunities already on this log, select the appropriate rating score and the officers who will be responsible for owning and completing any required actions and developing the correct response - in order to mitigate the risks or explore opportunities.
2. The risk score shown is the assessment after taking into account any mitigating actions that are given in the 'Mitigating Actions / Progress' column.
3. This register considers risks during the project stages.

Key to Risk Scoring

Likelihood		Impact	
A	Very High	1	Catastrophic
B	High	2	Critical
C	Significant	3	Marginal
D	Low	4	Negligible
E	Very Low		
F	Almost Impossible		



Risks that score C1 or above on the matrix are regarded as having a greater potential risk to the project and are shown in the register below in red in the columns marked 'likelihood', 'impact' and 'score'.

Risk Categories:

- Economic
- Environmental
- Financial
- Legal / Regulatory
- Organisational/ Management
- Political
- Reputational / Social
- Technical
- Other

Project Stages	Includes (in no particular order):
1. Preparation (RIBA stages 0 & 1)	Preparation of outline business case, drafting of MoU between STC, TWBC & KCC.
2. Development (RIBA stages 2 & 3)	Appointment of architectural team, drafting of legal agreements, signing of MoU/CA between STC, TWBC & KCC along with signing of the call options. Drafting of outline operational plan and updating of outline business plan, development of the design, development of decant plan and options for provision of interim service, development of ICT plan, planning consent process. Work to progress FA foundation grant.
3. Delivery (RIBA stages 4 & 5)	Final business case agreed, finalisation of design, tendering of contracts, preparation and decant of services, construction and fit out, preparation for opening.
4. Conclusion of building contract, handover and launch (RIBA stage 6)	Opening, conclusion of building contract, project team handover to new delivery team.
5. Evaluation - review and benefits realisation (RIBA stage 7)	Review of project performance, review of project outcomes, tracking and monitoring the delivery of project benefits.

Southborough Hub Risk and Opportunities Register

Ref No.	Title	Risk / Opportunity Description	Risk or Opportunity and Category	Likelihood	Impact	Score (Note 3)	Risk / Opportunity Owner	Risk Mitigating / Opportunity Development Actions and Progress	Mitigating Action Owner	Status (Open or Closed)
All stages of the project										
A1	The outline/business case / plan is not sufficiently robust	There is a risk that the business case / plan may not be sufficiently robust. If this risk occurs its impact could be seen in the current or future phases of the project.	Risk Category: Financial	C. Significant	2. Critical	C2	Southborough Hub Board	Work by consultants on valuations and capital costs will ensure capital elements stack up. Business consultants/expert partners will be brought on board as necessary to assist with the operational delivery elements. Input is particularly required in checking the assumptions and financial data in the business case.	Project Group Jonathan White	Open
A2	The needs of the services that are to be incorporated in the Hub are not given sufficient consideration	There is a risk that the needs of the services that are to be incorporated in the Hub are not given sufficient consideration. This could occur if the main focus of the project becomes the design and construction of the building.	Risk Category: Financial and Reputational / Social	D. Low	2. Critical	D2	Southborough Hub Board	The project is aware of this risk and the project structure includes a 'Project Group' which consists of officers representing the services that will be included within the Hub. The Project Group will ensure that the project remains on track to deliver the stated benefits.	Project Group	Open
A3	The proposed scheme is not universally supported	The proposed project is a large multi-faceted development including residential enabling development. The detailed designs of the Southborough Hub have been difficult to get a consensus on from all stakeholders despite numerous consultations.	Risk Category: Financial and Reputational / Social	C. Significant	2. Critical	C2	Southborough Hub Board	Housing is being delivered. The revised hub is going back to be re-designed and local architects have been brought in to assist and ensure an improved outcome is achieved.	Project Group Jonathan White	Open
A5	Legal related risks	Risk that important issues are missed - such as claw back, covenants etc.	Risk Category: Legal	D. Low	2. Critical	D2	Southborough Hub Board	Collaboration Agreement is in place and operating well. There are numerous legal agreements which constantly need monitoring to ensure all relevant rights and obligations are discharged. The risk of important issues being missed is greatly reduced by the fact that the Legal teams are available to support the project and, if required, can source external solicitors to advise on any specialist areas of law.	KCC legal TWBC legal STC legal	Open
A6	Equalities matters – not handled correctly	There is a risk that, as the development of a Hub will result in changes to the way in which services are delivered and the design of the building, equalities legislation will not be adhered to. Ultimately this could result in legal challenge, additional costs and adverse publicity.	Risk Category: Legal/ Regulatory	D. Low	3. Marginal	D3	Jonathan White	Full EQUIA has been carried out and is being kept up to date. It has been consulted on and shared with members of the public and has been updated numerous times.	Project Group Jonathan White	Open
A7	Dependencies between this and other works	There is a risk that there will be dependencies between this and other works which could impact upon the timetable/finances for delivery. In particular the VAT impact on KCC which is running in tandem with the TWCH and likely to see both projects overlap. In addition there is a finite staff capacity to deliver both projects.	Risk Category: Organisational/ Financial	D. Low	2. Critical	D2	Southborough Hub Board	Engineering works are being delivered. Residential development is being delivered including all the enabling development for the Hub. VAT position is currently clear to go on the KCC side but remains subject to final sign off by KCC. Project Board are monitoring staff capacity in order to determine the requirement for additional capacity as and when needed.	Project Group Jonathan White	Open

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All stages of the project										
A12	The added complexity of the project being conducted by three Local Authorities – STC, KCC and TWBC	The site is currently owned by STC, KCC and TWBC. KCC run the library and football pavilion, STC part of 137 London road and the Ridgeway playing fields and TWBC, a part of 137 London road and Yew Tree road car park. This adds considerable amounts of complexity in terms of the additional discussions and decision making that will be required e.g. property, libraries, wider services, financial, SDLT and legal. This may impact the timescale.	Risk Category: Organisational / Management	C. Significant	2. Critical	C2	Project Board	KCC, STC and TWBC are all supportive of the concept of a Community Hub and have agreed to fund the project jointly with partners entering into a MoU and subsequently the Collaboration agreement. This is a partnership project and every effort will be made to understand the reporting timetable of both local authorities and factor this into the project timetable. Land swaps have started, the toilet block has transferred from TWBC to Crest, the main 137 London road has transferred from TWBC to STC with the fire station outstanding. The Ridgeway building has transferred from KCC to Crest.	Project Board	Open
A14	Political decision making timetable Or Possible delays in the decision making process <i>Applies during all stages of the project</i>	The political decision making timetable could result in a delay to the project.	Risk Category: Organisational / Management	D. Low	2. Critical	D2	Project Board	The timetable for the decision making process and the key decisions required by the project have already been put in place. This project is sufficiently high profile to warrant the arrangement of special meetings to ensure that additional decisions can be taken as required.	Project Group Jonathan White	Open
A15	Organisational changes within KCC and TWBC <i>Applies during all stages of the project</i>	There is a risk that current or future organisational changes within KCC and / or TWBC could have an adverse effect on the project. Services could be transformed, officers who are involved in the delivery of the project could either leave the organisation or move to other areas not connected with the project. This could lead to delays in the project e.g. while officers who are new to the project become familiar with the detail or the organisations could struggle to provide sufficient officer resource.	Risk Category: Organisational/ Management	C. Significant	2. Critical	C2	Project Board Jonathan White	Every effort will be made to brief any officers who join the project thoroughly and quickly and for a formal handover of project responsibilities to take place. The availability of the appropriate officer resource will be monitored closely and senior officers will make the case for the needs of this high profile project to be taken into account in any re-structuring plans of the two LAs.	Project Board	Open
A16	Dependencies between this and other projects <i>Applies during all stages of the project</i>	There is a risk that there could be dependencies between this and other projects. This could result in disruption to the timetable for the project and ultimately this could have a financial and / or reputational impact.	Risk Category: Organisational / Management	D. Low	2 Critical	D2	Project Group	Project was impacted by tenancy issues regarding the GP surgery and their landlord but these were resolved following extensive mediation. Lloyds bank closed their branch and sold their asset, the project is working with the new owners to ensure a complimentary development is brought forward. The Water Margin has been bought and is now part of the Lloyds building re-development proposals.	Project Board	Open
A17	Unclear priorities, instructions or approvals for design and project management <i>Applies during all stages of the project</i>	There is a risk that if priorities, instructions or approvals for the design and management of the project are unclear this could lead to delay, additional cost and / or failure to deliver the aims and objectives of the project.	Risk Category: Organisational / Management	D. Low	2. Critical	D2	Project Group Jonathan White	To date, significant consultation has taken place between the partners, stakeholders and the general public. The partners have had to make decisions on certain elements where competing groups have different requirements and these decisions are being taken in the best interest of the long term viability of the facility.	Project Group	Open

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All stages of the project										
A18	Lack of political support or the political situation may change and impact upon the project <i>Applies during all stages of the project</i>	There is a risk that: a) The project, and in particular the funding of the capital and future running costs, will not be supported by Cllrs of one or more councils Or b) There could be changes in political representation and / or priorities during the term of the project making it difficult to establish and maintain political buy in and support. This could lead to the project not progressing and the benefits that it is expected the project will deliver not being realised.	Risk Category: Political	C. Significant	2. Critical	C2	Project Board	If there is a lack of political support for this project this is likely to be evident during this stage of the project as: <ul style="list-style-type: none"> The decision for funding (capital and future revenue costs) will be put to Members/Cllrs of all three councils during this stage The next elections will take place in May 2018 Jan 18 – Decisions outstanding: <ul style="list-style-type: none"> Final VAT and project build sign off required 2018 Development Agreement sign off 2018 Final business/operational plan sign off 2018/19 Investment and lease sign off by STC 2018/19 Lack of political support is possible but unlikely after the development agreement has been signed.	Project Board	Open
A19	Lack of buy in and support from local people – or LAs seen as not sufficiently engaging with local people and considering local opinion <i>Applies during all stages of the project</i>	The opportunity exists to engage with the local community to try and build upon the local support and enthusiasm for something to be done. Engagement and consultation with local people, groups and businesses during this phase of the project has contributed towards delivering benefits to both the project and the town as a whole: There are risks of reputational damage to the Councils if the project does not go ahead. There is a risk that local people, groups, businesses and the media will take the view that local opinion has not been taken into account during the project. This could lead to a lack of support for the project and adverse publicity. Ultimately this could jeopardise the project's outcome and the future support and use of the facility.	Category as a risk: Reputational / Social	Very High	2. Critical	A2	Project Group Jonathan White	Actions to develop and deliver the benefits that this opportunity offers. Obtain ideas and insights via consultation and engagement with local people. To date there has been extensive consultation over the past few years and this will continue as required.	Project Board	Open
						D2				

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All stages of the project										
A20	Communications are unplanned and / or unco-ordinated <i>Applies during all stages of the project</i>	There is a risk that communications will not be planned or co-ordinated between the councils. This could result in the councils and the project appearing to be unprofessional. Staff issues could arise if the appropriate communications are not delivered on time to any staff who could be impacted by a new hub and if consultation with staff unions does not take place at the right time. Ultimately the reputation of the councils could be damaged which could impact upon support for this and other future projects. This could jeopardise financial support including any grants that the councils may seek from bodies such as the FA foundation.	Risk Category: Reputational / Social	D. Low	2.Critical	D2	Project Group Jonathan White	Communication plan has been put in place to ensure the councils work effectively together. A communication protocol was established and this is to be continued throughout the life of this project.	Murray Evans Anne McCarthy Brenda Wickens Project Group	Open
A21	Lack of community engagement in decision making for the project <i>Applies during all stages of the project</i>	There is a risk that the project will lack community engagement in decision making. If this risk occurs the project could lack community ownership and this could lead to the increased risk of objections to the project and less being achieved.	Risk Category: Social	E. Very Low	2. Critical	E2	Project Group	There has been and will continue to be on-going consultation and stakeholder engagement. Those elements of the project which remain contentious will have to be managed as appropriate and officers are aware that they will be unable to satisfy all groups.	Project Group	Open
A22	Vote to leave the EU impacts on material costs	Following the vote to leave the EU the pound has de-valued against the euro making certain construction materials more expensive which could drive the construction costs of the project up.	Risk Category: financial	D. Low	2. Marginal	D3	Jon White	Work with contractors to ensure that materials are locally sourced where possible and that RIBA4 detailed designs take account of this approach.	Project Board	Open
A23	Vote to leave the EU impacts on land values <i>Applies during all stages of the project</i>	Following the vote to leave the EU, land valuations on residential developments took a hit but these have since recovered. It is not yet known what the future impact of this decision could be but it does make predicting future values more difficult.	Risk Category: Funding	D. Low	2. Critical	D2	Jonathan White	The project will continue to monitor values and viability as they progress but this makes delivery of the scheme more difficult to predict. General uncertainty remains over the Brexit discussions but land values have stabilised and work continues.	Project Group	CLOSED Land sold subject to contract within anticipated values
A24	Increase the profile of Southborough <i>Applies during all stages of the project</i>	A successful project – may provide the opportunity to publicise the project and thereby raise the profile of Southborough as a visitor destination. This could bring additional economic benefits to the town. There will also be an increasing number of opportunities to promote the town as the project progresses.	Opportunity	Significant	Positive	N/A	Brenda Wickens	If the project is successful it is likely that this will present an opportunity to publicise the benefits of the scheme and the wider impact it will have. The communication teams of all three LAs will ensure that this is done in the most effective and appropriate way to help raise the profile of Southborough as a visitor destination.	Brenda Wickens	Open

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Preparation stage										
B1	Costs for preparation stage maybe higher than what partners are willing to provide. <i>Applies during the Preparation stage</i>	There is a risk that this budget will not be sufficient to meet all the costs of this phase of the project. This could result in lack of future support for the project.	Risk Category: Financial	C. Significant	3. Marginal	C3	Jonathan White	Sufficient funding is being sought from all three partners and sale of residential units will ensure there is sufficient funding should this be required.	Project Group	Closed
B2	An affordable solution for the delivery of the Hub is not found <i>Applies during the Preparation phase</i>	There is a possibility that KCC, STC and TWBC will not be able to find a solution for the delivery of the Hub that is financially affordable and meets the expectations of the local councils, the public and all stakeholders in terms of both capital costs and future running costs.	Risk Category: Financial	C. Significant	2. Critical	C2	Project Board	The Collaboration Agreement has been entered into showing how the project will stack up and what will be delivered. Partners can invest further funds if required and value engineering will take place to ensure a deliverable scheme.	Project Board	Closed

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Preparation and Development stages										
C1	NHS lease negotiations and grant allocation are subject to local, regional and national decisions. <i>Applies during the Preparation stage</i>	There is a risk that KCC are unable to agree terms with the NHS over their lease given the bureaucracy within the NHS to decide such matters.	Risk Category: Financial	C. Significant	3. Marginal	C3	Jonathan White	Early negotiations with the NHS are taking place around the lease and slow progress is being made. Further meetings are ongoing and the GP partners remain committed to delivering the project.	Project Group	Open
C2	It will not be possible to get commitment from all tenants on levels of rent to the future facility. <i>Applies during the Preparation and Development stages</i>	There is a risk that tenants will not commit to a level of rent or term that is workable for the project.	Risk Category: Financial	C. Significant	2. Critical	C2	Project Group	Initial discussions have taken place with partners and tenant enquiries have shown that some if not all are prepared to take on agreements for lease in order to mitigate these issues.	Jonathan White	Open
C3	Agreement is not reached between the partners for the use of space in the new Hub <i>Applies during the Preparation and Development stages</i>	There is a risk that the partners will not be able to agree to financial or operational arrangements that provide STC with the degree of certainty that enables the project to progress.	Risk Category: Financial	C. Significant	2. Critical	C2	Project Board	Initial discussions have taken place between the partners and third parties which strongly indicates that a workable agreement is highly likely and a Collaboration Agreement has been signed to cover off some of these elements.	Jonathan White	Open

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Preparation and Development stages										
C4	Ongoing preparations for the sale of the GP surgery once complete is not successful <i>Applies during the Preparation and Development stages</i>	The GP surgery is seeking to raise circa one third of the development costs of the Hub from selling it to a fund. If this is unsuccessful the development of the Hub will not go ahead or have to be value engineered. There are several aspects to this risk: The GPs have a tenuous tenancy agreement with their current landlord. Funding for the GP surgery has been secured of £1.2M but it expires in 2019 by which time if the GPs are not in the Hub there will be no funding for them.	Risk Category: Financial	C. Significant	2. Critical	C2	Project Board	The GPs have secured their round 1 funding pass and secured initial grant funding , WK CCG have professed their support for the scheme to be delivered. The NHS have proposed additional ETTF funds could be used to deliver the facility via a try-partite section 2 agreement. The project will start talking to funds to seek reassurance on what they would find acceptable. Final funding is yet to be agreed but the outline business case is in line with expectations.	Jonathan White Jacqueline Tolhurst Project Group	Open
C5	The FA Foundation Application fails <i>Applies during the Preparation and Development stages</i>	There is a risk that the application to the FA foundation for the additional floor of the football pavilion fails.	Risk Category: Organisational / Management	D. Low	3. Marginal	D3	Jonathan White	In the event that the application should fail the project has the choice to simply leave out the second floor of the football pavilion or alternatively the partners could seek additional funds to try and still finance this element. The TWRFC are working very closely with the project in order to deliver this element of work and the bid is almost ready to be submitted.	Project Group	Open
C7	Provide new services <i>Applies during the Preparation and Development stages</i>	The Hub is looking to deliver additional services such as the inclusion of a museum element.	Opportunity	Significant	Positive	N/A	Project Group	Several meetings have taken place with the Southborough Society to progress this and to date the opportunities seem to present a good case for the inclusion of historic items along with a history wall.	Project Group	Open
C8	Developing the operational plan <i>Applies during the Preparation and Development stages</i>	The development of the operational plan is complex due to procurement rules around bringing in a partner to assist in the development of the designs and the ongoing running of the building.	Opportunity	Significant	Positive	N/A	Southborough Hub Board	The Feasibility Study did look at this opportunity and future phases of the project will explore this in more detail. The potential for Tunbridge Wells Borough Council to run this through the Assembly Hall theatre is currently being considered and while agreed in principal has still to be ratified subject to final designs and running costs.	Southborough Hub Board	Open
C9	Planning applications <i>Applies during the Preparation and Development Stages</i>	The development is subject to a number of planning applications which could be refused including: Southborough Hub application Temporary parking	Risk	C. Significant	C. Critical	C2	Jonathan White	The Southborough Hub application has been passed The football engineering works have been passed The temporary accommodation has been passed Further applications are subject to value engineering requirements. The temporary parking is considered low risk		

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Preparation, Development and Delivery stages										
D1	VAT – not fully understood or budgeted for <i>Applies during the Preparation, Development and Delivery stages.</i>	There is a risk that the regulations around VAT exemption will not be fully understood or factored into the business case for the project. This could result in the LAs not making full use of available VAT exemptions or not understanding at an early stage that VAT exemptions will not be available. Ultimately this could have an adverse impact upon the budget for the project if it is assumed that VAT can be reclaimed and it transpired at a later stage that this is not the case.	Risk Category: Financial	D. Low	3. Marginal	D3	Jonathan White	2018 – Head of KCC finance has confirmed the full project can go through KCC books therefore mitigating the need to pay VAT on the development. Internal sign off still required by KCC but agreement in principal is now confirmed.	Jon White	Open
D2	Cost increases due to inflation / specific material costs <i>Applies during the Preparation, Development and Delivery stages</i>	There is a risk that the cost of the project will increase due to inflation (or the increase in cost of specific materials). This could result in the project being over budget or having to be scaled back. If the project is scaled back the project may not deliver all the benefits expected.	Risk Category: Financial	C. Significant	2. Critical	C2	Jacqueline Tolhurst / Jonathan White	Inflation has been taken into account in the preparation of the early stage feasibility. The budget will be closely monitored and refined throughout the project.	Jon White and Build Manager	Open
D3	Costs of the operational delivery plan does not meet budget expectations <i>Applies during the Preparation, Development and Delivery stages</i>	There is a risk that the cost of the operational model could exceed the budget expectations. This could lead to the operational element being unaffordable to STC. If the operational model is not sustainable the project may not deliver the benefits for local people and groups than would otherwise have been the case and this in turn could have ramifications for KCC, TWBC and STC.	Risk Category: Financial	D. Low	2. Critical	D2	Jonathan White	TWBC are coming on board to start further developing this element of work in order to put in place a sustainable operational model.	John Almond	Open
D5	Procurement protocols and legislation - not followed correctly or the process could be delayed <i>Applies during the Preparation, Development and Delivery stages.</i>	There is a risk that the exercise to appoint consultants or contractors is not undertaken correctly. This could result in a challenge by a consultant which could then delay the project. Any challenge (whether successful or unsuccessful) is likely to result in significant staff time being spent to manage the response.	Risk Category: Legal/Regulatory	C. Significant	2. Critical	C2	Jacqueline Tolhurst	Every effort is being made to ensure that the correct process is being followed and advice is being sought from various colleagues/consultants to ensure this is the case.	Jon White	Open
D6	Lack of clarity of the various services regarding their future needs. <i>Applies during the Preparation, Development and Delivery stages</i>	There is a risk that insufficient clarity exists within some services as to their likely future needs. Some services could undergo transformation programmes that could see services delivered via alternative models. This could result in the business case and specification for the hub not being sufficiently robust which could impact the capital and revenue plans.	Risk Category: Organisational/Management	C. Significant	2. Critical	C2	Board	The need for flexibility of design to ‘future proof’ any future hub has already been identified and will continue to be a theme throughout the project should it progress beyond the current stage.	Project Group	Open

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Development stage										
E1	The project has numerous income and cost streams and there is a risk that these remain unknown for some time and therefore make the project hard to budget. <i>Applies during the Development stage</i>	The project is looking to get income from the sale of the residential units, leases, grants and partner contributions including sale of access rights. All these are subject to negotiations which could be difficult to predict timewise.	Risk Category: Financial	D. Low	2. Critical	D2	Jonathan White	The risks are being extinguished as the project develops however the budget monitoring has been complicated by this fact and valuations have been obtained where necessary to try and bring some income/cost certainty. Resi scheme sold Access rights sold Grants updated positions known Partner contributions updated	Jon White	Open
E2	The budget for the RIBA stage 4 (development phase of the project) is exceeded <i>Applies during the Development stage</i>	There is a risk that this budget will not be sufficient to meet all the costs of this phase of the project. This could result in the need for partners to provide additional funding.	Risk Category: Financial	C. Significant	3. Marginal	C3	Jonathan White	The RIBA stage 4 costs have been funded from KCC, any additional RIBA stage 4 funds will come from the proceeds of the residential land sale.	Jon White	Open
E3	It is not possible to raise the full budget to meet the costs of the Hub including allowing for a sufficient contingency. <i>Applies during the Development stage</i>	The current project costs are based on estimates however this shows that the project is close and would be better if there was a contingency in place to manage any overspends.	Risk Category: Financial	C. Significant	2. Critical	C2	SH Hub Board	STC have voted through a further £500k to allow for additional contingency should it be required.	Jon White	Open
E4	Unregistered land <i>Applies during the Development stage</i>	Land is unregistered meaning that the land will first need to be claimed via the land registry otherwise the project cannot proceed.	Risk Category: Technical	D. Low	2. Critical	D2	Brenda Wickens / Jonathan White	The unregistered land is being registered.	Jon White	Closed

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Development and Delivery stages										
F1	Rights of Light and rights of way <i>Applies during the Development and Delivery stages</i>	There is a risk that occupiers of properties close to the Hub could decide to object to the development on the basis of their right to light or rights of way. This could cause a delay to the project if an objection results in the need to re-design the scheme or the requirement to pay compensation which could impact the financial viability of the scheme.	Risk Category: Legal	E. Very Low	2 Critical	E2	Jonathan White	The rights of way and rights to light are being dealt with via negotiations.	Jon White	Closed
F2	Health and safety – legal aspects <i>Applies during the Development and Delivery stages</i>	There is a risk that the Councils will not fulfil their legal obligations under health and safety legislation. If this risk occurs the impact upon the project and the Councils would vary according to the nature and severity of the breach – ultimately could result in a very large fine, reputational issues and consequences for individual officers.	Risk Category: Legal / Regulatory and Reputational	D. Low	2. Critical	D2	Jonathan White	The Councils take their responsibilities very seriously. The Council's Legal Services Department are aware of the issues and will ensure that specific contracts with all consultants are drafted to deal with Health and Safety matters.	Legal departments	Open
F3	Health and safety – operational aspects <i>Applies during the Development and Delivery stages</i>	There is a risk that the Councils will not fulfil their operational obligations under health and safety legislation (e.g. to secure the safety of construction workers and other users). If this risk occurs the impact upon the project and the Councils would vary according to the nature and severity of the breach – ultimately could result in a very large fine, reputational issues and consequences for individual officers. There could also be a delay to the project.	Risk Category: Legal / Regulatory and Reputational	D. Low	2. Critical	D2	Jonathan White	The Councils take their responsibilities very seriously and will actively manage the H& S aspects of its contract with the lead consultant. A CDM (Construction, design and management) co-ordinator will be appointed to manage this aspect of the project.	Jon White	Open

Ref No.	Title and stage of the project to which this risk applies	Risk / Opportunity Description	Risk or Opportunity and Category	Likelihood	Impact	Score (Note 3)	Risk / Opportunity Owner	Risk Mitigating / Opportunity Development Actions and Progress	Mitigating Action Owner	Status (Open or Closed)
Development and Delivery stages										
F4	Procurement approach does not result in the appointment of a team with the appropriate experience and skills for this particular project <i>Applies during the Development and Delivery stages.</i>	<p>There is a risk that, if a framework agreement is used to select and appoint a team of consultants to work with KCC, STC and TWBC on the detailed design and construction phase, the team selected will not be suitable / sufficiently specialised to deliver the stated aspirations of the project.</p> <p>In addition, the use of a framework agreement could result in criticism that the procurement process has not been fully open and transparent and has not given local firms the opportunity to tender.</p> <p>Perceived lack of transparency could result in adverse publicity and reputational issues for the partners and challenge could delay the project.</p> <p>The appointment of an unsuitable team of consultants could have wide ranging and possibly long lasting consequences – an unsuitable building that is not fit for purpose or for Southborough, delays, overrun on costs etc.</p>	Risk Category: Financial	C. Significant	2. Critical	C2	Project Board	<p>KCC is running the procurement process via its OJEU compliant framework.</p> <p>This will be discussed and agreed with the partners.</p> <p>KCC are providing expert guidance on the procurement of consultants and contractors.</p>	Jon White	Closed
F5	Low number of proposals received from prospective contractors / architectural teams <i>Applies during the Development and Delivery stages.</i>	<p>There is a risk that a low number and / or inadequate quality of proposals will be received from prospective contractors/consultants to work with KCC, STC and TWBC on the development. This could result in little choice and failure to procure a team at the right price and with the appropriate experience and skills. This could in turn lead to any work commissioned being more expensive than would otherwise have been the case or of a lower quality.</p> <p>Alternatively the timescale may slip.</p>	Risk Category: Organisational / Management	D. Low	2. Critical	D2	Jonathan White	It is believed that the profile of KCC, STC and TWBC and the potential high profile and scale of this exciting project will result in a good level of interest being shown by potential consultants.	Jon White	Closed

Southborough Hub Risk and Opportunities Register

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Development and Delivery stages										
F6	Specification is changed at a late stage <i>Applies during the Development and Delivery stages</i>	There is a risk that the specification is changed at a late stage i.e. after the design that is to be taken forward has been costed and that costing has been agreed. This could result in the development being value engineered and cause a delay in delivery of the project.	Risk Category: Organisational / Management	D Low	2 Critical	D2	Jonathan White	There will be clear and detailed communication regarding the design throughout the design phase with all those whose input is required. The risks of changing the design after it has been costed and agreed will be made very clear from the outset.	Jonathan White	Open
F7	Lack of continuity of advisors and specialists <i>Applies during the Development and Delivery stages</i>	There is a risk of lack of continuity of advisors and specialists working on the project. This could lead to the loss of knowledge about the background to the project and result in progress being delays while new specialists 'get up to speed'.	Risk Category: Organisational / Management	D. Low	3. Marginal	D3	Jonathan White	The approach will be to appoint an architectural team for the whole of the development stage of the project to ensure continuity. There is a possibility that the team for the delivery stage may not be the same as for the development stage but if this is the case it will be the result of the LA procurement process which is to ensure fairness and the selection and appointment of the most suitable and cost effective specialists. Reports and written information is being stored on SharePoint and officers provide continuity.	Jon White and Build Manager	Open
F8	Current facilities on site and re-location <i>Applies during the Development and Delivery stages</i>	The site currently still has the STC workmen's sheds on the site plus foundations from the now demolished 137 London road. The men will need to be moved and the remaining buildings knocked down.	Category as a risk: Technical	E. Very Low	2.Critical	E2	Jonathan White	Alternative accommodation has been found for the men and this will be put in place once required. Demolition can then start on the rest of the site subject to contract.	Jonathan White	Open
F9	Technical challenges related to the building and / or site <i>Applies during the Development and Delivery stages</i>	Surveys required for the Hub may reveal technical challenges related to the site and / or the existing buildings that mean that the capital costs of the project would be much greater than early indications suggest. This could mean that the project is unaffordable in its current format.	Risk Category: Technical	D. Low	3. Marginal	D3	SH Hub Board	Most surveys now complete and nothing significant to report. Watching brief remains on the archaeology and this could yet be an issue if anything is found during construction. Contingency to ensure this risk can be covered.	Jonathan White	Closed

Ref No.	Title and stage of the project to which this risk applies	Risk / Opportunity Description	Risk or Opportunity and Category	Likelihood	Impact	Score (Note 3)	Risk / Opportunity Owner	Risk Mitigating / Opportunity Development Actions and Progress	Mitigating Action Owner	Status (Open or Closed)
Development and Delivery stages										
F10	Problems meeting building regulations / development control or adhering to planning permissions <i>Applies during the Development and Delivery stages</i>	There is a risk that there could be problems meeting building regulations / development control or adhering to planning permissions. If the scheme that is developed does not comply with building regulations this could lead to the scheme being redesigned, resulting in delay and additional cost.	Risk Category: Technical	D. Low	2. Critical	D2	Jonathan White	The design team will liaise closely with development control, planners and the sustainability manager throughout the project.	Jon White and Build Manager	Open
F11	Stakeholders perceive problems with the design as it progresses <i>Applies during the Development and Delivery stages</i>	There is a risk that stakeholders may perceive problems with the design or if necessary re-design as it progresses. This could lead to compromises which could result in additional, unbudgeted expense or delay to the project. If the design is changed it is also possible that it may be changed in a way that no longer best serves the services and makes the best use of the space. Alternatively, changes could improve the outcome.	Risk Category: Technical	D. Low	2. Critical	D2	Jon White and Project group	Consultation and engagement of services/local groups and people has already taken place and could be further extended if required. Any concerns about the design will be regularly discussed and resolved and clear explanations given as to why any proposed changes do or do not best serve the partners. This risk will be carefully monitored and managed to ensure the best and most cost effective outcome within the budget available.	Jon White	Open

Further risks will be added and removed as required by the project, subject to what risks are considered to be materially significant or not.