

Glassworks Project Risk Register - as at 19/07/2017

Risk No	Risk Title	Risk Consequences	Risk Owner	Existing Control Measures	Current Score	Prob. & Impact	Target Score	Prob. & Impact	Risk Mitigation Action	Owner	% comp	Review Date	Recovery Plan
3347	Failure to ensure there is sufficient funding in place to deliver the aspired project outcomes and that appropriate levels of diligence are undertaken to understand funding requirements and outputs	Leading to... Lower quality; Non-delivery of desired outcomes and outputs; Reduced scope; Reduced income from lettings, rates etc; Resulting in... Reputational damage; Negative financial impact; and, Negative impact on regeneration and growth within the town centre; Cost increased that are beyond the tolerance of the Project Board and Elected Members; Interdependencies not identified between phases of project; Schemes become unviable;	Jeremy Sykes / David Shepherd	Funding package in place, and agreed; As at November 2014: Public Realm: £2M over MET Centre estimates: £35K over Network Rail Bridge/Jumble Lane crossing: £4M over Cabinet Report December 2014 - approved extra £12m; Costs for Better Barnsley appear to be within appetite and financial tolerances; Costs for 'extra' / additional development sites not yet identified; Procurement for Development Management Organisation commenced - they will be asked to identify alternative funding sources; Currently not on budget for Phase I - overspend of £8.3M as at July 2017; Funding agreed for Phase II;	Category 1	P = H F = H OI = M	Category 3	P = L F = H OI = L	Monitoring requirements of external funding - ensuring clawback is minimised and appropriate outputs are maximised 17/18	Andrew Osborn	25%	30/09/17	
									Regular Financial updates via Project Board (17/18) - Town Centre Major Projects Officer to ensure Project Board are receiving appropriate financial updates, and ensure any further governance related issues between Board and other overseeing groups are minimised	Sarah McHale	25%	30/09/17	
									Meetings between Executive Director (Place) and Strategic Finance Manager 17/18	Sarah McHale	25%	30/09/17	
									Development of new governance arrangements for Phase I and Phase II to 'join' phases up and have one project board, one risk register etc - Cabinet Report due late July 2017	Andrew Osborn	25%	30/09/17	
3837	Failure to ensure there is an appropriate level of connectivity and coordination between Phase I and Phase II of the project	Programming issues affecting ability of Phase I to merge into Phase II; Increased costs to get areas ready for Phase II; Missed opportunities to undertake works that complement both phases; Conflicts between Phase I and Phase II of programme - cinema operator needs to have site for June 2020, unlikely to be ready before December 2020); Poor management of tenant expectations and aspirations;	Jeremy Sykes	Programme Management by Barnsley, Henry Boots, T&T etc. Liaison between BU 4 (Economic Regen - Phase II) and 11 (Assets - Phase I); Design Integration meetings in place; Overarching Town Centre Board to oversee all phases of project; Shared use of professional team for both phases of the project;	Category 1	P = H F = M OI = H	Category 5	P = L F = M OI = M	Phase I Project Board Meetings (including representation from BU 4) and subsequent reflection in Phase I and Phase II programmes 17/18	Sarah McHale	75%	30/09/17	
									Gap analysis of Phase I and II schemes to identify interfaces such as structural slabs and service and access roads	Sarah McHale	10%	30/09/17	
									Development of new governance arrangements for Phase I and Phase II to 'join' phases up and have one project board, one risk register etc - Cabinet Report due late July 2017	Andrew Osborn	25%	30/09/17	
									Monitoring of DMO procurement (not contracted yet) which may affect integrity of programme for both phases	Andrew Osborn		30/09/17	
3348	Failure to ensure there is sufficient financial control throughout the project	Leading to... Increased (and uncontrolled spending); Non-delivery of desired outcomes and outputs; Reduced scope; Resulting in... Reputational damage; Negative financial impact; and, Negative impact on regeneration and growth within the town centre; As pressure on programme increased, opportunities to ensure robust financial control is in place are reduced; Development viability impeded through poor cost management;	Ian Rooth	Ongoing attendance at Board by ED Finance and Head of Technical Services; Cabinet Report December 2014 - approved extra £12m as a contingency; Cabinet Report January 2016 - update and re-profiling of scheme; Valuations and forecasts from Henry Boots being passed to NPS QS to check, challenge and verify; Henry Boots now leading on procurement; Specialist Cost Consultancy arrangements in place; Ongoing updates to cost plan as scheme develops; BMBC Finance Representation on Board; Escalation of issues to Town Centre Project Board;	Category 2	P = M F = H OI = M	Category 5	P = VL F = H OI = M	Ensure approval process is in place for key stages of the project, and that the relationship between Board and other overseeing groups is understood and documented 17/18	Jeremy Sykes	25%	30/09/17	
									Development of new governance arrangements for Phase I and Phase II to 'join' phases up and have one project board, one risk register etc - Cabinet Report due late July 2017	Andrew Osborn	25%	30/09/17	
3359	Failure to manage, and maintain the integrity of the project programme, including the opportunity to collaborate with wider project team and Phase 1 / Phase 2	Leading to... Programming delays and re-consideration of critical path which may detrimentally effect cost and quality issues; Political fallout; Lack of opportunity to undertake appropriate levels of diligence resulting in poor and uninformed decisions; Phases of project developed in isolation resulting in increased costs and programme overruns; Inability to connect to Network Rail development; Inconsistencies with Public Realm activities; Poor management of tenant expectations and aspirations;	Jeremy Sykes	Project Programme in place; Project Board meetings including updates from Works Package lead officers; Condition Surveys in place for affected buildings; Sequencing options presented to Cabinet for information - working up further detail; Development of phasing for temporary market building completed; Working with Henry Boots to manage programme; Programme now being developed in conjunction with partners including phasing and the development of options, and development of workstream programmes; See risk 3837; Concern raised by CDM coordinator and Architect that decisions are being made now that will detriment opportunities later in programme; As at July 2017 Phase I is behind programme; Design Integration meetings in place; Overarching Town Centre Board to oversee all phases of project; Shared use of professional team for both phases of the project;	Category 2	P = H F = M OI = H	Category 3	P = M F = M OI = M	Ongoing monitoring of programme and reporting to board via exception of any areas of activity that are out of tolerance 17/18	Sarah McHale	25%	30/09/17	
									Escalation of risk to programme board 17/118 - Phase II has provided and end date for Phase I due to cinema operator long-stop date which has compressed Phase I opportunities	Sarah McHale	25%	30/09/17	
									Development of new governance arrangements for Phase I and Phase II to 'join' phases up and have one project board, one risk register etc - Cabinet Report due late July 2017	Andrew Osborn	25%	30/09/17	
									Monitoring of DMO procurement (not contracted yet) which may affect integrity of programme for both phases	Andrew Osborn		30/09/17	

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3838	Failure to ensure building information management (BIM) systems are embedded into the designs and operations of new buildings to provide opportunities to improve asset management arrangements	Lack of information regarding building resulting in unsustainable operations; Missed opportunities to reduce costs in terms of heating, ventilation, air conditioning etc; Issues with BIM system impacting on Design Team; Level 2 BIM can not be reached in line with PAS1192; Increase in future maintenance costs;	Jeremy Sykes	BIM system being installed to new buildings; Training on BIM being arranged;	Category 2	P = M F = M OI = H	Category 6	P = VL F = L OI = L	Identification of opportunities where BIM information could reduce costs 17/18	Sarah McHale	75%	30/09/17	
									Liaison with Turner and Townsend regarding the uploading of information onto BIM system	Sarah McHale	0%	30/09/17	
3358	Failure to deliver the essential elements of the project on time and communicate the progress made to date to stakeholders including retailers, market Traders, residents etc	Leading to... Programming delays and re-consideration of critical path which may detrimentally effect cost and quality issues; Political fallout; General loss of confidence in the Authority to successfully deliver the scheme resulting in complaints and a back-lash to the scheme in general; Programme extensions impacting on engagement with main contractor; Programme extensions make long stop dates with anchor tenants unviable;	Jeremy Sykes	Project Programme in place; Project Board meetings including updates from Works Package lead officers; Communications and Consultation Strategy in place; IBI Taylor Young stakeholder engagement events; All of the required aquisitions for the MET Centre have been secured and will be subject to on-going management; Completed the freehold purchase of 1-17 Kendray Street and TEC building from the Freshwater Group; Vacant retail unit as information point; BEP liaison undertaken via regular meetings; Traffic Modelling completed; Urban Centre Infrastructure works completed; CBRE assisting with the development of a brief for procuring the correct development management organisation which will include mechanisms to incentivise the DMO to secure the 'right' retailers for the scheme; Ongoing liaison with Market Traders - all traders signed up to temporary market and where appropriate, compensation payments have been made; Tenant break clauses implemented to ensure optimum ongoing management, security of income streams and delivery of possession for the redevelopment; Acquisitions work stream completed;	Category 3	P = L F = M OI = H	Category 5	P = L F = L OI = M	Consultant appointments (BREEM consultant, demolition, design, lighting, fire and party wall done) - access o/s	Karen Temple	95%	30/09/17	
									Car-Parking - further consideration of additional requirements for potential cinema operator - potentially 550 spaces that will be driven by the cinema operator. New carparking facility (Market Gate) to be incorporated into existing BMBC carparking strategy - multi story carpark part of Phase II planning application which is due for submission in September 2017	Andrew Osborn	85%	30/09/17	
									Procurement of DMO for remaining part of Phase 2 - initial procurement strategy identified for DMO which includes adequate resourcing to deliver procurement process, consideration of lessons learnt from previous DMO procurement and resources identified within client team to lead on procurement	Andrew Osborn	0%	30/09/17	
									MET Centre: Stage 1 Report approved by Leader and CX Jan 2015; Stage 2 Report approved August 2015; Stage 3 Report was submitted in mid August 2016 - 3s plan intended to align phases I and II - 3a plan to be submitted to Town Centre Board December 2016. Development of Stage 4 plans underway	Jeremy Sykes	35%	30/09/17	
									Network Rail / Jumble Lane Crossing - ongoing negotiations with Network Rail and bid to SCR and LCR being prepared - awaiting feedback from Network Rail as they are currently unable to cover their costs - SCR bid declined; Now considering a SCR Intergrated Infrastructure bid; SD Assets meeting NR to demonstrate progress made to date - negotiations ongoing; TRO in place (in principle) and £3.8M funding identified - business case developed and NR now agreed £2M contribution. Now tendering for Civil Engineers. Business Case approved by Board, further report to Cabinet planed for Spetember 2017	Jeremy Sykes	45%	30/09/17	
									Public Realm; Stage 1 Report submitted May 2015; Stage 2 Report due September 2016 - draft report received and reviewed and returned to IBI for further version to be released in November 2016. Stage 2a report completed July 2017 and analysis now being undertaken. Report to Board due September 2017, with a further report to Cabinet due in October 2017	Sarah McHale	25%	30/09/17	
									Alhambra Centre - ongoing liaison with owners 17/18	Jeremy Sykes	25%	30/09/17	
									Town Centre CCTV - blue light meetings planned during 17/18; New camera installed to Marketgate carpark area;	Jeremy Sykes	25%	30/09/17	
Provision of updates to Barnsley Chronicle 17/18	Sarah McHale	25%	30/09/17										

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3362	Failure to obtain the appropriate approvals to progress the project (planning approvals, approvals from statutory undertakers and key partners such as Network Rail)	Leading to... Inability to progress scheme due to protracted planning negotiations relating to areas such as Transport Assessment, Sustainability and overall building design; Challenge and complaints and Judicial Review; Duplication of efforts if work has to be re-done; Inability to progress issues regarding Network Rail and Jumble Lane;	Jeremy Sykes	Formal notice served on Network Rail to expediate progress; Design Group approved CEAG proposals; Basic Asset Protection Agreement (BAPA) signed with Network Rail; Full outline planning permission granted for CEAG and temporary market; Ongoing liaison and meetings with Network Rail regarding bridge options; Reserve Matters Planning application - October 2016; MET Plans approved by Planning Board; Stakeholder Engagement carried out and full planning application for Phase 2 submitted April 2017;	Category 3	P = L F = H OI = H	Category 5	P = L F = L OI = L	Meetings with statutory undertakers to be arranged	Sarah McHale	0%	30/09/17	
									Full Planning application regarding Public Realm due October 2017	Sarah McHale	0%	30/09/17	
3380	Failure to ensure that the new scheme offers opportunities to interface and interact with the Alhambra shopping centre	Leading to... A poor interface between markets and Alhambra would not promote a clear and joined up message regarding the town centre developments; Reduction in expected footfall and limited impact on retail opportunities;	Jeremy Sykes	Liaison with Alhambra owners; Consideration of Alhambra developments via Planning Committee etc; Details of feasibility studies commissioned by BMBC passed to FC Reits; Confirmation that there will be no new cinema in the Alhambra Shopping Centre;	Category 3	P = L F = M OI = H	Category 6	P = VL F = L OI = L	Liaison with Alhambra operators 17/18	Jeremy Sykes	25%	30/09/17	
									Liaison with Queensberry 17/18	Jeremy Sykes	25%	30/09/17	
3385	Failure to ensure that opportunities to 'design-out' anti-social behaviour (ASB) issues are identified and maximised	Leading to... Increased or maintained levels of ASB in the town centre and resulting complaints / damage / losses; Opportunities for ASB to manifest as a result of site compounds, materials and machinery being in town centre;	Jeremy Sykes	Liaison with Police and enforcement of Section 20 notice etc; Liaison with Barnsley Civic Trust; Police in attendance at BEP meetings; Opportunities to design crime out considered; Opportunities to protect site infrastructure (compounds, materials, machinery etc) considered; Public Space Protection Order implemented for town centre; Town Plan includes new anti-social behaviour group led by Community Safety and Enforcement; Increased police presence in Town Centre during summer 2016;	Category 3	P = L F = M OI = H	Category 5	P = VL F = L OI = M	Consultation with SY Police regarding CCTV coverage of town centre - new camera in CEAG car-park	Jeremy Sykes		30/09/17	
									Identify and maximise opportunities to design ASB out of town centre - consider consulting with SY Police Architectural Liaison Officer / Crime Reduction Officer 17/18	Jeremy Sykes	25%	30/09/17	
3386	Failure to exploit opportunities to use sustainable and renewable technologies to benefit the scheme and possibly access further external funding	Leading to... Missed funding opportunities; Increased sustainability costs; Resulting in... Extra cost;	Jeremy Sykes	Consideration of combined heat and power pumps on top of MET and new library; Bid to Leeds City region regarding Town Centre heating scheme approved; Architects instructed to take a 'building-first' approach to BREAM regulations; BREAM advisor approached; Photovoltaic panel in place at Market Gate carpark; District Heating Scheme considered and disregarded;	Category 3	P = M F = M OI = M	Category 5	P = L F = L OI = L	Identification of further opportunities to use sustainable and renewable technologies - Roof of MET centre approved for PV panels	Jeremy Sykes	0	30/09/17	
3382	Failure to ensure that there is a widely shared perception that despite the re-development, Barnsley is still 'open for business'	Leading to... Reduction in trade and footfall within the town centre; Traders using the re-development and subsequent consequences as an excuse to end trading; Difficulties in maximising spending in the town centre if stakeholder behaviours have significantly altered - in terms of shopping elsewhere; Reputation damage; Negative impact on finances - income and business rates; Marketing Campaign to ensure Barnsley is perceived as being 'open for business'; Communications Strategy developed;	Paul Clifford	Communications Strategy; Stakeholder engagement events;	Category 3	P = L F = H OI = H	Category 5	P = L F = M OI = M	Consideration of events and opportunities to continue animating the townscape (4 key seasonal events for Spring, Summer, Autumn and Winter) 17/18	Ann Untisz	25%	30/09/17	
									Marketing and Communications Group to be established	Andrew Osborn		30/09/17	
3596	Loss of key employees via planned or unplanned circumstances	Loss of knowledge; Gaps in programme; Delays while new employees bed in and gather knowledge; Financial impact if delays are significant;	Jeremy Sykes	Project Team in place; Project Programme in place with key milestones; Project Board in place; Deputies in place for key roles; Personal Resilience training delivered for project team;	Category 4	P = M F = M OI = M	Category 5	P = M F = L OI = L	Monitor and Review 17/18	Sarah McHale	25%	30/09/17	
3369	Failure to ensure that approvals regarding the design of new spaces are agreed by required stakeholders	Leading to... Inability to progress scheme without agreed and approved designs; Issues regarding quality may result in inability to progress scheme with current budget; Library designed to Stage III and now approved by Board; Elements of development being completed with no end user identified resulting in increased costs and design challenges;	Jeremy Sykes	Design Team consultations; Cabinet approved library form and purpose; Stakeholder Engagement carried out and full planning application for Phase 2 submitted April 2017;	Category 4	P = M F = M OI = M	Category 5	P = L F = L OI = L	Design Team to facilitate consultations 17/18	Jeremy Sykes	25%	30/09/17	

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3372	Failure to ensure the aspirations and expectations of the Barnsley Economic Partnership are managed	Leading to... Lack of buy-in from key stakeholder group; Complaints and challenge resulting in delays to programme;	Paul Clifford	Attendance at BEP; BEP Town Centre sub-group established;	Category 4	P = M F = L OI = M	Category 5	P = L F = L OI = L	Monitor and Review 17/18	Jeremy Sykes	25%	30/09/17	
3855	Failure to ensure future demolitions associated with the project are undertaken in a safe and industry approved standard	Dangerous demolitions; Health and safety risks; Impact on Town Centre if demolition fails or is undertaken dangerously;	Jeremy Sykes	Demolitions undertaken by professional and experienced contractors; Method Statements, risk assessments etc. will be in place for each demolition; Demolitions to be undertaken using scaffold for protection as per industry standard; Full height scaffold and debris netting required for May Day Green demolition due to S81 Demolition Notice - this could exasperate risk by: • scaffolding is in itself high risk; • building is constructed in formed concrete which will require a demolition excavator which will be unable to properly access the building due to scaffold; • scaffold could interfere with areas beyond site boundary; • moving scaffold may reduce likelihood of damage to scaffold caused by debris, but still interfere with excavator access; • the inclusion of scaffold may trigger design liability in terms of how the building is to be demolished;	Category 4	P = M F = M OI = M	Category 5	P = L F = M OI = M	Review of contractors method statements, risk assessments and controls prior to demolition taking place for next programmed demolition	Jeremy Sykes	0%	30/09/17	
									Monitoring of Hagues who are now leading on demolition of MET centre	Sarah McHale	0%	30/09/17	
3856	Failure to ensure the integrity of Sough Dyke during works in the very close proximity and other drainage issues	Damage to Sough Dyke resulting in extra works to repair the culvert; Damage to third party property and subsequent insurance claims; Increased pressure on programme and budget to undertake repairs or remedial works such as additional surface run off attenuation; Increased costs depending on requirements from EA / YW;	Jeremy Sykes	Location of Dyke known via laser surveys; New building has approximately the same footprint as the previous building; Previous slab and drainage identified; CCTV survey undertaken - no damage; Further CCTV survey to be undertaken after works complete; Contractor insurances in place; No planned road closures; Ongoing monitoring built into programme; Environment Agency approved demolitions;	Category 4	P = M F = M OI = M	Category 6	P = VL F = L OI = L	Monitoring of works including impacts on Phase II 17/18	Sarah McHale	25%	30/09/17	
									Seek approval from Environment Agency re. Foundation Designs - now working closely with EA	Ryan O'Loughlin	25%	30/09/17	
3351	Failure to exploit local employment opportunities	Leading to... Stagnation of local economy (growth, jobs, skills); Lack of maximisation of internal investment; Resulting in... Poor performance against local retail competitors; Loss of skilled workforce;	Karen Temple	Procurement Strategy identifies local growth as a priority and will be built into tenders; Met with 'Future Works' regarding Barnsley apprenticeship opportunities; Social value included in evaluation criteria for tendering; Procurement Strategy approved by Board who are now monitoring delivery; Procurement Strategy includes an employment skills plan; OJEU open day delivered; Currently out to tender - innovative social value section included which focuses on the 'Barnsley Bond' which partners are expected to contribute towards for sustainable social activities; Main contractor appointed - Henry Boot - local company with local supply chains; Henry Boots engaged with Barnsley Community Build; SYHP obtaining Lottery funding to target hard to reach groups; Provision of ongoing market briefings and meet the buyer events; Skills Village launched; KPI requirements met in first year of scheme;	Category 5	P = L F = L OI = M	Category 6	P = VL F = L OI = L	Monitoring of Key Performance Indicators via Henry Boots 17/18	Karen Temple	25%	30/09/17	
									Build on experiences from Phase 1 to continue to maximise opportunities to develop local employment and supply chains	Andrew Osborn	0%	30/09/17	
3352	Failure to ensure there are sufficient car-parking spaces (during construction and long term solutions)	Leading to... Loss of revenue (car parking rental / income) Resulting in... Negative reputational impact and criticism; Negative financial income; Negative impact on local economy due to visitor retention issues; Conflicts between 'new' carparking and existing provision; Viability issues in terms of impact on scheme and BMBC income;	Jeremy Sykes	Any land that is un-used or cleared as part of scheme will be considered in terms of car-parking opportunity; Planning permission for CEAG development received April 2015; Contract awarded 19/10/2015; Start on Site commenced 09/11/2015; Temporary car-park opened adjacent to Hague's site compound; Car-parking intergrated into designs; Completed Marketgate carpark; Car-parking strategy developed for Phase 1 and 2;	Category 5	P = VL F = H OI = H	Category 5	P = VL F = M OI = L	Consideration of car-parking requirements for potential cinema operator and other interested parties - multi story carpark part of Phase II planning application which is due for submission in September 2017	Jeremy Sykes	80%	30/09/17	
									Resources to be identified for implementation by BU6	Andrew Osborn	0%	30/09/17	

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3353	Failure to ensure that insurance and risk issues are identified and communicated, and that measures or mitigations are put in place to provide appropriate assurance / required levels of indemnity	Leading to... Additional cost; Lack of coverage for specific risk areas; If wrong or inappropriate cover is procured, rents to retailers may increase affecting businesses; negative impact on contractors; Resulting in... Negative financial impact; Inability to retain local business; Diminished pool of tenderers leading to a reduction in competition;	Ian Rooth	Risk Register updates with Town Centre Major Projects Officer and Risk and Governance Manager; Escalation of issues to Insurance Section / Brokers; Insurance issues and requirements built into programme (both BMBC requirements and those of (sub) contractors); Liaison with Insurers regarding the provision of sprinklers to temporary market building resolved - no requirement from insurers;	Category 5	P = L F = M OI = L	Category 6	P = VL F = L OI = VL	Undertake risk assessments to assist decision making 17/18	Jeremy Sykes	25%	30/09/17	
									Undertake risk assessments to assist decision making 17/18	Andrew Osborn	25%	30/09/17	
3357	Failure to ensure there is effective contract management in place	Leading to... Cost increases; Contractual disputes; Delays to scheme; Resulting in... Reputational damage; Financial impact; Inability to effectively deliver the scheme;	Karen Temple	Attendance at board by NPS Director; Procedures in place to undertake contract management activities in NPS; Form of contract identified, and agreed; Gateway Reviews in place; Reporting milestones included within programme; Procurement protocols in place with Henry Boots;	Category 5	P = VL F = H OI = H	Category 5	P = VL F = M OI = M	Monitoring of procurement strategy via project board and one-to-one sessions with SD Assets 17/18	Andy Darlington	25%	30/09/17	
3361	Failure to properly communicate and consult with stakeholders such as Elected Members regarding specific elements of the programme	Leading to... Lack of understanding of the project and programme resulting in increased interest and involvement; Political fallout;	Jeremy Sykes	Communication and Consultation Plan in place; IBI Taylor Young Stakeholder Engagement Events; Prospectus released August 2014; Henry Boots to appoint a dedicated customer liaison officer for the life of the project; Communications / Marketing plan developed; Key stakeholders identified; Specialist Comms consultant in place along with dedicated BMBC Comms Officer; Specialist Communications resource engaged by Development Manager;	Category 5	P = L F = VL OI = M	Category 6	P = VL F = VL OI = VL	Elected Member cross party workshops being held to aid awareness raising and political buy-in 17/18	Sarah McHale	25%	30/09/17	
									Regular updates with Market Traders 17/18	Ann Untisz	25%	30/09/17	
3363	Failure to ensure that traffic within Barnsley can continue to move around the town in an effective manner due to schemes such as UCI, College works, re configuration of precinct area and other workstreams	Leading to... Complaints and negative publicity; Negative impact on town centre trading; Reputational damage; Unnecessary hardship to retailers due to loss of business; Issues regarding traversing the town (particularly by vehicle) may be problematic, with significant impacts on blue light services and their ability to respond in an effective manner;	Jeremy Sykes	AECOM traffic modelling; Town Centre Major Projects Officer to act as 'controlling mind' to ensure gridlock is avoided or minimised; Traffic modelling complete;	Category 5	P = L F = M OI = M	Category 6	P = VL F = L OI = L	Liaison with Blue Light services to identify pinch-points and possible mitigations / alternatives 17/18	Sarah McHale	25%	30/09/17	
									Undertake further traffic modelling work in 2017 to feed into planning applications for Phase II	Jeremy Sykes	25%	30/09/17	
3366	Failure to programme demolitions to enable other uses for the areas that could benefit the project	Leading to... Complaints and reputational damage; A reduction in the number of car parking spaces available, negatively impacting on town centre trade;	Jeremy Sykes	Consideration of offering increased car-parking in the locality during demolitions and constructions; Demolition consultant appointed; Specialist demolition contractor identified and procured; Library Site, Central Offices, Kendray Bridge and Carpet World completed;	Category 5	P = L F = M OI = M	Category 6	P = VL F = L OI = L	Demolition of Mayday Green and 40% of TEC building (TEC building demolition due for completion by September 2017 - car park demolition due September 2018 (via explosives rather than pull down)	Jeremy Sykes	40%	30/09/17	
3368	Failure to ensure that any breaks in trading are minimised	Leading to... Complaints from market traders; Complaints from retailers; Traders ceasing trading and reduction in overall offer within markets; Reductions in income; Reputational damage;	Anne Untisz	Liaison with retailers, market traders and other affected parties; Sequencing options presented to Cabinet for information - working up further detail; Phasing options to be agreed with main contractor; Consultations with traders regarding new areas completed;	Category 5	P = L F = M OI = M	Category 6	P = VL F = L OI = L	Robust programme monitoring and delivery 17/18 - revised programme to be communicated to traders	Sarah McHale	25%	30/09/17	
3370	Failure to progress scheme due to inclement weather	Leading to... Delays to scheme and re-programming of work;	Jeremy Sykes	Programming of significant areas of activity to be undertaken during periods of when fine weather can be assumed;	Category 5	P = L F = L OI = L	Category 6	P = VL F = VL OI = VL	Monitor and Review 17/18	Sarah McHale	25%	30/09/17	

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3373	Failure to ensure wider governance arrangements for the project include consideration of existing strategies and policies such as Retail, Economic, Cultural, Tourism etc and each Phase is aligned and integrated with the wider Town Centre plan	Leading to... Areas of development that may conflict or create tensions with other Council activities or strategies resulting in mixed and conflicting messages; Out of sync phasing; Negative impact on financial viability of scheme and wider town centre; Missed opportunities to link Better Barnsley which focuses on leisure and retail (Phase 1) with Glassworks which focuses on retail, housing and wider marketing of Town Centre (Phase 2), as well as beneficial relationships with the business community;	Jeremy Sykes	Existing strategies and policies such as: • Retail Strategy; • Economic Strategy; • Cultural Strategy; • Tourism Strategy • Local Development Plan etc. Liaison with functions with the Authority that could be affected by programme and scheme outcomes; Project to now report to wider Town Centre Board to ensure cohesion of strategies; Recognition of Phase II within Phase I programme - compressed timescale for Phase II due to Cinema Operator long stop date;	Category 5	P = L F = M OI = M	Category 6	P = VL F = L OI = L	Development of Strategies to include recognition of Project 17/18	Sarah McHale	25%	30/09/17	
									Development of new governance arrangements for Phase I and Phase II to 'join' phases up and have one project board, one risk register etc - Cabinet Report due late July 2017	Andrew Osborn	25%	30/09/17	
									Coordination of key Town Centre plan working groups that bring in stakeholders from Better Barnsley and wider town plan project	Andrew Osborn		30/09/17	
3383	Failure to ensure there is a contingency plan in place to mitigate areas of the town that may remain undeveloped	Leading to... Areas of the town becoming unanimated, fenced off, and derelict; Reputational damage; Financial impact as a result of reduced footfall and spend and increased costs to mitigate 'black-holes' - much like the Bradford city centre issue; Barnsley Town Centre becomes less attractive to investors, retailers and stakeholders in general; Adverse impact on business rate income stream;	Jeremy Sykes	Consideration of alternative uses for land that is 'out of action' including use as a car-parking facility; Use of void areas as temporary car-parks; Consideration of 'mean-while' places; Turner and Townsend (with Queensbury) appointed as DMO; Leasing Strategy developed to create a balance between new and existing operators; Emphasis given to current gaps in the market such as food and beverages;	Category 5	P = L F = M OI = L	Category 6	P = VL F = L OI = L	Undertake a Void Management exercise to identify areas where a 'black hole' is at risk of occurring 17/18	Jeremy Sykes	25%	30/09/17	
3698	Failure to ensure any implications arising from Lord Wakefield asserting his manorial and mineral rights in Barnsley	Inability to develop the town centre due to conflicts regarding rights to the land in question; Legal challenge; Cost increases if the Council is required to provide a financial remedy; Inability to control mineral and manorial surveying;	Andrew Frosdick	Initial liaison with Lord Wakefield; Working group to be convened in November 2015;	Category 5	P = VL F = H OI = H	Category 6	P = VL F = L OI = L	Ongoing negotiations being made to remove or reduce risk of manorial rights being asserted - likely to result in Lord Wakefield being offered a financial interest to formally waive manorial and mineral rights	Jeremy Sykes	75%	30/09/17	
3836	Failure to ensure any ecological issues are identified prior to works taking place	Programme may need to be extended to allow for the proper relocation of protected species such as bats;	Jeremy Sykes	Ecological survey has been undertaken and includes recommendations for action;	Category 5	P = L F = M OI = M	Category 5	P = L F = L OI = L	Monitor and review 17/18	Sarah McHale	25%	30/09/17	