

# Risk and Opportunities Register – PADDOCK WOOD COMMUNITY CENTRE

Version: November 2021

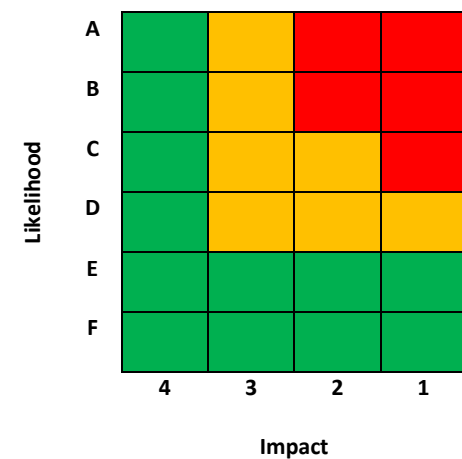


## Notes

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 and bodies 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 stage and a separate register of service / operational risks is maintained. However, some risks that apply during the 'operational / 'business as usual' phase i.e. after the project has been completed are also mentioned on this register where it is believed that there is merit in these being kept in mind as the project is developed. The rating score for these operational risks relates to the impact upon the service and not upon the project (which would have been concluded).
4. Risks relating to the interim stage will be identified and added to this register as the detailed plans for the provision of the interim service are formulated during the Development Stage.

## 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 - COMPLETE (RIBA stages 0 & 1)	Identification & Preparation of early stage business case, Public consultation, Establish Working Group
2. Development - (RIBA stages 2 & 3)	Drafting of detailed operating structure and business plans, development of the design, drafting of management and maintenance plan, drafting of legal agreements, planning consent process. Public consultation, appointment of QS & Technical manager. Expansion of working group
3. Delivery (RIBA stages 4 & 5)	Drafting of detailed operating structure, finalisation of design, tendering of contracts, 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
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.

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)
<b>All stages of the project</b>										
A1	The business case / plan is not sufficiently robust  <i>Applies during all stages of the project</i>	There is a risk that the business case / plan may not be sufficiently robust. This could be due to a number of reasons including lack of accurate data e.g. the projections for capital costs, potential future running costs, income (for example from a café, restaurant and letting space) and staff efficiencies may be too ambitious or too cautious or the impact from Covid19, Brexit etc... remains unknown.  If this risk occurs its impact could be seen in the current or future phases of the project: <ul style="list-style-type: none"> <li>• If the predictions are overly cautious the project may appear to be unaffordable and its progress stopped, when in fact it was a realistic and affordable proposition.</li> <li>• If the predictions are overly optimistic this fact may only come to light at a much later stage of the project, after much expense. If the project is stopped the opportunity to spend the funds on other projects and services would have been lost and there could be reputational issues for the Council. If the project continues it would result in the Council having to fund a higher proportion than anticipated.</li> </ul>	Risk  Category: Financial	C. Significant	2. Critical	C2	PWTC	Town Council will be consulted as to what project assurance would be appropriate, especially to check the assumptions and financial data in the business case.  Financial projections will be scrutinised during the decision making process and the business case will be revisited and refined as the project progresses and a detailed Business Plan will be developed.  Covid risks and operational delivery models have been progressed during the pandemic to ensure that community facilities can continue to operate.	Project Board  Jon White	Open
A2	The current economic climate  <i>Applies during all stages of the project</i>	The current financial environment presents both a Risk and an opportunity to the project: <ul style="list-style-type: none"> <li>• Risk – the town council is under pressure financially as the grant funding from Central Gov. has been substantially reduced to LAs in recent years and they are passing more services to TC's to provide. Therefore, providing finance for projects of this nature is a challenge.</li> <li>• Opportunity – the economy has continued to function, and this may create opportunities to let space in a new community centre for income generating activities such as a café, pre-school, commercial leisure operators etc.</li> <li>• Uncertainty surrounding Brexit</li> </ul>	Risk and Opportunity  Category as a risk: Financial	C. Significant	2. Critical	C2  N/A	PWTC	Discussions with local groups to identify interest in accessing facilities at the centre  Soft marketing to commercial leisure operators.  Brexit impact remains unclear given Covid19, prices have risen however these have been overcome from securing further income.	Project group  Jon White	Open

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<b>All stages of the project</b>										
A3	The space needs to be flexible to accommodate the needs of the local community & commercial users  <i>Applies during all stages of the project</i>	There is a risk that the needs of the users of the Community Centre are not given sufficient consideration. This could occur when compromises are needed to ensure that the facility can cater for the widest possible audience. Ultimately this could result in serious problems and even the failure of the project if the project does not deliver the stated benefits. There could be resulting reputational damage for PWTC	Risk  Category: Financial and Reputational / Social	D. Low	2. Critical	D2	PWTC	The project is aware of this risk and the project structure includes a 'Working Group' which consists of officers, councillors & representatives of potential end users. Working Group will ensure that the project remains on track to deliver the stated benefits and to oversee the development of a robust fully integrated model. Ensure robust public consultation	Working Group & Board	Open
A4	The need to maintain momentum  <i>Applies during all stages of the project</i>	There is a risk that the project progresses slowly which results in additional costs or loss of funding.  Ultimately this could lead to a failed PWLB/fund raising bid which could jeopardise the project.  S106 moneys secured on housing developments could fail to come forward and or could time out.  In later stages of the project, if preparation or delivery is rushed the quality and suitability of the community centre could be compromised. Ultimately this could lead to the project failing to deliver the expected outcomes and benefits.	Risk  Category: Financial and Reputational / Social	C Significant	2. Critical	C2	PWTC	The Project Board is aware of the need to balance: a) The need to progress at pace in order to maintain momentum and support b) The imperative to draft funding options of sufficient certainty that will ensure the best chance of success – and a robust proposition and business case that will stand up to scrutiny. c) S106 funding pots are being regularly appraised and any risks are flagged to the board/council to ensure that the risk can be mitigated by identifying alternative funding options if required, including a detailed cash flow forecast that takes account of draw down timelines for these funds. d) Board will ensure they oversee the quality and sustainability of the facility and request change controls where appropriate to address any issues that are identified.	Project Board	Open
A5	Legal related risks  <i>Applies during all stages of the project</i>	Risk that important issues are missed - such as claw back, covenants etc.	Risk  Category: Legal	D. Low	2. Critical	D2	Nichola Reay & Jon White	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.  Report on title has been done	Nichola Reay & Jon White	Open
A6	Equalities matters – not handled correctly  <i>Applies during all stages of the project</i>	There is a risk that, during the development of a new community centre equality issues will be overlooked. Ultimately this could result in legal challenge, additional costs and adverse publicity.	Risk  Category: Legal/Regulatory	D. Low	3. Marginal	D3	Jon White	Equalities impact assessment written at the start of the project is done and is being kept up to date.  Building will be designed to be fully DDA compliant and takes account of the protected characteristics.	Jon White	Open
A7	Dependencies between this and other projects  <i>Applies during all stages of the project</i>	There is a risk that there will be dependencies between this and other projects which could impact upon the timetable for delivery.  E.g. tennis courts, other PWTC projects with demands on PWTC funding.	Risk  Category: Organisational/Management	E. Very Low	2. Critical	E2	Nichola Reay & Jon White	Decisions need to be made as to the future of St Andrews Hall PWTC is proposing to stay in the Podmore Building for the foreseeable future  PWTC is seeking to include a number of additional works as part of this project.	Project board	Open

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<b>All stages of the project</b>										
A8	Lack of staff resource with the appropriate expertise to support the project – <i>Applies during all stages of the project</i>	There is a risk that PWTC may not have sufficient staff resources with the appropriate expertise to devote to this project, especially as the Council is a small organisation.  This risk may be particularly relevant to the work that will be required to plan and deliver the operations of the new facility and the procurement of consultants.	Risk  Category: Organisational / Management /	D. Low	2. Critical	D2	Nichola Reay & Jon White	TWBC have provided professional officer support for the project.  KCC procurement team used to procure architect, QS & technical manager as required  Funding has been allocated for financial management during the project and a Technical Project Manager will be brought onboard as part of RIBA stage 4 onwards.	Nichola Reay & Jon White	Open
A9	The unplanned absences of key staff <i>Applies during all stages of the project</i>	At present the focus may be upon a relatively small number of key staff to deliver this project. If one or more is unexpectedly absent the project may fall behind schedule.	Risk  Category: Organisational / Management	C. Significant	2. Critical	C2	Nichola Reay & Jon White	We will endeavour to mitigate this risk through contingency planning and ensuring that no one individual becomes critical to the delivery of the project. This will be done through ensuring that files can be widely accessed, and a wider pool of staff/officers are kept up to speed on the project.	Nichola Reay & Jon White	Open
A10	Over reliance upon a small core project team <i>Applies during all stages of the project</i>	A small core project team is currently driving the progress of the project, Town Clerk, Project Manager from TWBC and the working group. Some of these individuals have been involved from the outset and have detailed knowledge of the project. There is a risk that if one or more leave the project valuable experience and knowledge could be lost and the project may lose momentum and focus.	Risk  Category: Organisational / Management	B. High	3. Marginal	B3	Nichola Reay & Jon White	The working group was increased to 17 in September 2019. This includes 6 councillors.  In view of the expected timescale for the completion of this project it is possible that one or more of this core group will leave the project during its term. If a member of the core project team leaves the project there will be the opportunity for a detailed handover of knowledge and responsibilities.	Nichola Reay & Jon White	Open
A11	Roles and responsibilities are unclear <i>Applies during all stages of the project</i>	There is a risk that roles and responsibilities between officers, community representatives and the consultants engaged to work on the project are unclear. This could result in some tasks not being identified or completed on time and could ultimately delay the project.	Risk  Category: Organisational / Management	D. Low	2. Critical	D2	Nichola Reay & Jon White	Project Governance has been continually updated by the town council to ensure that roles and responsibilities remain clear throughout the delivery of the project. The governance document is reviewed annually by the TC.	Project board	Open
A12	Possible delays in the decision making process <i>Applies during all stages of the project</i>	The decision making timetable could result in a delay to the submission of the applications. If a timetable for the submission of the applications is specified and is not then met the opportunity for a successful applications may be lost and ultimately the project could be put at risk.	Risk  Category: Organisational / Management	D. Low	2. Critical	D2	Nichola Reay & Jon White	The timetable for the decision-making process and the key decisions required by the project are to be included in the detailed plan and/or amended as agreed by the Town Council. This project is sufficiently high profile to warrant the arrangement of special meetings to ensure that the timetable recommended is met.  Despite Covid19 the town council has managed to continue to progress decisions.	Project board	Open
A13	Organisational changes within PWTC or change of councillors on the board <i>Applies during all stages of the project</i>	There is a risk that current or future organisational changes within PWTC or members of the board, could have an adverse effect on the project. Officers who are involved in the delivery of the project could either leave the organisation or move to	Risk  Category: Organisational / Management	C. Significant	2. Critical	C2	Nichola Reay & Jon White	Every effort will be made to brief any officers/councillors 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.	Project board and Town Council	Open

		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. Elected members can change								
A14	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	Nichola Reay & Jon White	There is a clear project governance and project management structure in place and the intention is that this arrangement will continue throughout the project.  Governance arrangements and project management will be reviewed at regular points throughout the project	Project board	Open
A15	Lack of member support or the make up the council 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 revenue costs, will not be supported by members b) There could be changes in representation and / or priorities during the term of the project making it difficult to establish and maintain member support.  This could lead to the project not progressing and the expected benefits not being realised.	Risk  Category: Political	C. Significant	2. Critical	C2	Nichola Reay & Jon White	If there is a lack of member support for this project this is likely to be evident at all stages of the project as:  The decision for funding the capital has been put to Members at every RIBA stage to date and has been agreed	Project board	Open

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<b>All stages of the project</b>										
A16	Strong local opinion for or against the project  Or  Lack of buy in and support from local people – seen as not sufficiently engaging with local people and considering local opinion  <i>Applies during all stages of the project</i>	The project is always at risk of negative public perception on the cost of capital and revenue and or the poor perceived design and or management of the project.  Engagement and consultation with local people, groups and businesses during all phases of the project will ensure that buy in remains strong and people can contribute towards every element delivering benefits to both the project and the borough as a whole.  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 lack of support for the project and adverse publicity. Ultimately this could jeopardise the project's funding.  A group was formed objecting to the location of the location of the community centre. A parish poll was called with 409 opposing the site & 357 in favour.	Risk  Opportunity  Category as a risk: Reputational / Social	C significant  Very High  D Low	2. Critical  Positive  2 Critical	C2  N/A  C2	Nichola Reay & Jon        Nichola Reay & Jon White	Manage communication effectively in order to explain the benefits of the scheme and avoid negative press, every effort will be made to ensure that communications are professional and well planned and explain the rationale for the decisions made.  Obtain ideas and insights via consultation and engagement with local people at every design stage.  Encourage financial support  Seek to appoint a fund raiser to work with us on the project if needed.	Project board  Town Council	Open        Open

		An application to have the site made a Village Green was made and rejected  Risk ➤ Expectations have been raised and there is a risk of reputational damage to the Council if the project does not go ahead. a) Financial by way of donations from local people, groups and businesses and b) Non-financial in terms of volunteers to support a future centre.								
A17	Communications are unplanned and / or unco-ordinated  Applies during all stages of the project	There is a risk that communications will not be planned or co-ordinated. This could result in the project appearing to be unprofessional. Ultimately the reputation of the council could be damaged which could impact upon support for this and other future projects.	Risk  Category: Reputational / Social	D. Low	2.Critical	D2	Nichola Reay & Jon White	Ensure the communications plan is regularly updated and staff follow due process in disseminating information.  The Communication Strategy is due for review by the working party in February 2020 prior to submission to the Board	Project group & Project board	Open

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<b>All stages of the project</b>										
A18	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	D Low	2. Critical	D2	Nichola Reay & Jon White	All community groups & possible users have been contacted and invited to send representatives to the working party.	Project group & Project board	Ongoing
A19	Risks associated with the reliability and security of any technology used provide information and to collect feedback during consultation  <i>Applies during all stages of the project</i>	Consultation is likely to employ the use of a website and software to allow local people, groups and businesses to obtain information and respond to consultation electronically. There is a risk that problems will be encountered with the technology – such as reliability or breaches of security. This could have reputational issues for PWTC which could lead to loss of support for the project if people feel that they cannot obtain information and provide feedback easily.	Risk  Category: Technical	E. Very Low	3. Marginal	E3	Nichola Reay & Jon White	This risk has been managed to date with no impact on the consultations the date.  The Town Council is to upgrade its website to allow greater capacity	Project group & Project board	Open
A20	Risk that the location of the community centre having been agreed is reversed	There remain questions over the location of the community centre raised by some who may wish for the centre to be located elsewhere. Should this happen the project would incur loss of public funds, serious time delays in identifying a new site and abortive costs. Potential loss of S106 moneys as it is site specific in 2 of the three sites	Risk  Category: Technical	D Low	2. Critical	D2	Nichola Reay & Jon White	Ensure agreements to date on location hold and that plans being brought forward are in line with local opinion.  Seek permission from developers to extend the time on the S106 if required.	Project board & Town Council	Open

A21	Risk that the current proposal to house a pre-school in the new facility is not viable.	Pre-schools are supposedly coming under financial pressures from lower funding leading to certain pre-schools closing. The business plan and delivery of the centre is predicated on delivering this element of the project which could be classed as high risk.	Risk Category: Social	E. Very Low	2. Critical	E2	Nichola Reay & Jon White	Meetings to date with several interested parties suggests there is strong demand for this in PW, and that providers can operate on a viable commercial basis	Project board	Open
A22	Interest rates rise making the loan unaffordable	Should the economy pick up there is a risk that interest rates could rise making the loan unaffordable to PWTC	Risk Category: Financial	E. Very Low	2. Critical	E2	Nichola Reay & Jon White	PWLB loan has been secured. Rates have fallen again since RIBA stage 3 was signed off however they could rise again given a pickup in inflation..  Should interest rates rise excessively PWTC may need to consider alternative means for raising the necessary funds. Additional housing being built will increase income.	Project board	Open

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<b>Preparation stage</b>										
B1	An affordable solution for the delivery of a Community Centre  <i>Applies during the Preparation phase</i>	There is a possibility that PWTC will not be able to find a solution for the delivery of the facility that is financially affordable and meets the expectations of the council, the public and all stakeholders in terms of both capital costs and future running costs.  Ultimately this could result in it not being possible for a viable application to be made to PWLB & grant funders and for the project to continue.	Risk Category: Financial	C. Significant	2. Critical	C2	Nichola Reay & Jon White	PWTC has agreed to take out a £1.5 m loan to pay for the community centre and ultimately this could be increased subject to viability.  £1m has been allocated in S106 agreements for three housing developments in the town. Permission is also sought by developers for a further c120 houses which will generate a further £125k if permission is granted.  Funding from the Borough Council is progressing.  PWTC could choose to increase funding towards the project.  Fundraising could be considered.	Project board & Jon White	Subject to sign off on RIBA stage 4 this risk can be closed
B2	Space planning for all that is needed and wanted in the new facility  <i>Applies during the Preparation stage</i>	There are competing demands for space on the areas within the centre and there is potential for users not to agree on the initial scoping exercise.	Risk Category: Technical	C. Significant	3. Marginal	C3	Nichola Reay & Jon White	Working with the architect to ensure the space is as flexible as possible to accommodate a variety of users	Project board	Subject to sign off on RIBA stage 4 this risk can be closed

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<b>Preparation and Development stages</b>										
C1	This is a key project for the town council  <i>Applies during the Preparation and Development stages</i>	The community centre is a major project for the town council and was identified as a key aspiration in the 2008 market town health check. It has also been identified as a project in the Neighbourhood Plan and included in the TWBC 5 year plan.	Risk Category: Economic and Reputational / Social	D. Low	2. Critical	D2	Nichola Reay & Jon White	Failure to deliver the community centre will undermine the strategic objectives of PWTC and TWBC.  Clear policies are in place to deliver the community centre across all partners.	Project board	Open

C2	Nursery school (key tenant) will not be able to commit to a rental agreement of sufficient length or value  <i>Applies during the Preparation and Development stages</i>	There is a risk that a pre-school will not be able to commit to a level of rent or term that is viable to PWTC	Risk  Category: Financial	C. Significant	2. Critical	C2	Nichola Reay & Jon White	Initial discussions have taken place between PWTC & several pre-schools.  Alternative anchor tenants to be sought if necessary  PWTC are committed to seeking best value and marketing the opportunity to ensure the best financial outcome for the council.	Project board	Open
C3	PWLB application is unsuccessful following the granting of PP.  <i>Applies during the Preparation and Development stages</i>	It the development of a Community Centre cannot go ahead without the PWLB grant and therefore the entire project would be at risk – including the benefits that it is anticipated the project will deliver.	Risk  Category: Financial	C. Significant	2. Critical	C2	Nichola Reay & Jon White	Advice has been obtained from Kent Association of Local Councils and early engagement with the Public Works Loan Board has been carried out. Other funding sources can be explored once planning permission is sought	Nichola Reay & Project board	CLOSED

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<b>Preparation and Development stages</b>										
C4	The requirements for the services change  <i>Applies during the Preparation and Development stages</i>	There is a risk that the requirements for the services will change during the design period including the impact of Covid19.	Risk  Category: Technical	C. Significant	2. Critical	C2	Nichola Reay & Jon White	Work with the architect to bring forward room data sheets to ensure that changes can be tracked and requirements refined until sign off can be achieved.  Covid19 has been factored into the design to ensure one way systems can be implemented if necessary.	Project board & Jon White	Open
C5	Provide new services  <i>Applies during the Preparation and Development stages</i>	The development of the proposition gives the opportunity to explore the space that could be available for new services. These new services could provide benefits to the local community and some may also generate income. For example, rehearsal / dance space could generate income and provide health and social benefits.	Opportunity	Significant	Positive	N/A	Nichola Reay & Jon White	Future phases of the project will explore this in more detail. The project board remains open to new ideas.	Project board	Open
C6	Provide space for other professionals including health  <i>Applies during the Preparation and Development stages</i>	The development of the proposition gives the opportunity to explore the space that could be available for professional services. This could provide benefits to the local economy and some may also generate income to help to fund the running of the centre.	Opportunity	Significant	Positive	N/A	Nichola Reay & Jon White	The council remain open to new ideas and these will be explored in due course with the charity which will be formed to run the centre.	Project board	Open



C7	Provide future opportunities to respond to change and continue to deliver services effectively and efficiently  Applies during the Preparation and Development stages	The facility will look to be delivered in a flexible manner to allow for additional growth in the future.  Partition walls will be considered to ensure that size of hall hire can vary according to demand.	Opportunity	Significant	Positive	N/A	Nichola Reay & Jon White	Ensure that the architect clearly lays out how the facility can be expanded in the future.  Ensure that the partition walls are fit for purpose and the sizes of the rooms can allow for varying types of use to take place in them.	Project board	Closed
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<b>Preparation and Development stages</b>										
C8	Grant applications to other funding bodies  <i>Applies during the Preparation and Development stages</i>	The project offers the opportunity to apply to other funding bodies for grant funding to support a number of aspects of the project.	Opportunity	Significant	Positive	N/A	Nichola Reay & Jon White	Other funding bids are and will be considered in tandem for other bespoke pots of funding.  A successful application has already been made to OPE for £65,000 and PSDS for c£95k.  Further funding will be sought	Project board	Open

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<b>Preparation, Development and Delivery stages</b>										
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 Town Council 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	Nichola Reay & Jon White	Report was commissioned by Elysian Associates to give advice on the options available to the town council. Recommendation was that a Village Hall Management Committee (VHMC) or charitable body should be formed and the facility be given a long lease to it as this would mitigate the VAT on the build costs.	Project board	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. If the project is over budget this may have an adverse impact upon the fund available to provide other services.	Risk  Category: Financial	C. Significant	2. Critical	C2	Nichola Reay & Jon White	Inflation will be taken into account in the preparation of the business case and QS costs and contingency also included.  The business case and budget will be closely monitored and refined throughout the project.  Inflation has hit the project due to global supply issues but further funding has been secured to close this gap.	Project board	Open
D3	Cost of the operations plan exceeds the budget  <i>Applies during the Preparation, Development and Delivery stages</i>	There is a risk that the cost of the operations plan exceeds the budget. This could lead to the revenue budget being over or to having to scale back the offer to the local people.	Risk  Category: Financial	D. Low	2. Critical	D2	Nichola Reay & Jon White	The budget will be carefully estimated. It will be developed in detail during the development phase and will be monitored throughout the project.	Project board	Open
D4	Consultant / architect / surveyors work may not be of the required quality.  <i>Applies during the Preparation, Development and Delivery stages.</i>	There is a risk that the consultants will not be of the required quality.  If this risk occurs the chances of securing grants could be reduced and ultimately this could jeopardise the project and the benefits that it is expected to deliver.	Risk  Category: Financial and Reputational / Social	D. Low	2. Critical	D2	Nichola Reay & Jon White	Designated officer to closely supervise the architect . Hold back payment as required until work is correctly delivered.	Project board & 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)
<b>Preparation, Development and Delivery stages</b>										
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 appointment of consultants is not undertaken correctly. This could result in a challenge by a consultant 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	Nichola Reay & Jon White	KCC Procurement team, who have a wealth of knowledge and experience, have led the procurement of the Architect & quantity surveyor. They could be used to procure professional services as required and or procurement could be done by TWBC and or in house.	Project board	Open
D6	Lack of clarity of the various users regarding their future needs.  <i>Applies during the Preparation, Development and Delivery stages</i>	There is a risk that insufficient clarity exists within some users as to their likely future needs and in any case it is difficult to predict future needs with any degree of accuracy. This could result in the business case and specification for the Centre not being sufficiently robust which could mean that fundamental changes to the budget (capital and future running costs) and specification are necessary during later stages of the project. Ultimately such changes could lead to increased costs (which could be unaffordable) or delays to the delivery of the project.	Risk  Category: Organisational/Management	C. Significant	2. Critical	C2	Nichola Reay & Jon White	The need for flexibility of design to 'future proof' any future community centre has already been identified and will continue to be a theme throughout the project should it progress beyond the current stage.  We are very much aware of this risk and will monitor closely.	Project Board & Town Council or VCMC	Open

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<b>Development stage</b>										
E1	It is not possible to raise the required level of funds  <i>Applies during the Development stage</i>	The current business case for the Community Centre requires significant funds to be raised. There is a risk that it will not be possible to raise this level of funding. This could result in PWTC having to underwrite the shortfall. Unless this potential shortfall is allowed for and adequate alternative provision planned and made, adverse publicity, budgetary difficulties and reputational issues could result. Ultimately cuts may need to be made to other services to cover the shortfall.	Risk  Category: Financial	C. Significant	2. Critical	C2	Nichola Reay & Jon White	A fund-raising plan can be developed if necessary, which will cover the need for a fund raiser.  Cllrs will be made aware of the requirement for PWTC to underwrite any shortfall and or use reserves until funds are available.  The income from the precept will increase as the new housing is built.	Project board	Open
E4	Planning objections / issues And Possible risks around the timing or order of the design and obtaining planning permission.  <i>Applies during the Development stage</i>	There is a risk of failure or delay in receiving planning.  The design may encounter planning objections which could require amendments to be made to the scheme which could be costly in terms of time and professional fees. Ultimately this could result in additional costs and / or a delay to the delivery of the project and the benefits that are expected to be delivered.	Risk  Category: Financial	D. Low	2. Critical	D2	Nichola Reay & Jon White	Pre-planning consultation will take place with planners To avoid the potential for material planning objections	Project board	CLOSED  Planning secured

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<b>Development and Delivery stages</b>										
F1	Health and safety – legal aspects  <i>Applies during the Development and Delivery stages</i>	There is a risk that the Council 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	Nichola Reay & Jon White	The Council take their responsibilities very seriously. Legal advice will be sought to ensure that specific contracts with all consultants are drafted to deal with Health and Safety matters.	Jon White	Open
F2	Health and safety – operational aspects  <i>Applies during the Development and Delivery stages</i>	There is a risk that the Council 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 Council 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	Nichola Reay & Jon 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. Risk registers will be maintained by the Design team.	Jon White	Open

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<b>Development and Delivery stages</b>										
F3	Procurement approach does not result in the right appointment  <i>Applies during the Development and Delivery stages.</i>	There is a risk that, if a framework agreement is used to select and appoint contractors and consultants to work with PWTC on the project and the right people may not be appointed.	Risk  Category: Financial / Technical	C. Significant	2. Critical	C2	Jon White	In addition to the KCC consultants framework, PWTC can also use other frameworks which will enable it to appoint the most suitable consultants and contractors for the job, or it may choose to use the OJEU route giving it the widest possible options to ensure the project gets the right team to deliver it.	Jon White	Open
F4	Low number of proposals received from prospective design / architectural teams  <i>Applies during the Development and Delivery stages.</i>	There is a risk that a low number and / or inadequate quality of proposals will be received from prospective consultants to work with PWTC on the development of the project and on the detailed design and construction of the Community Centre. 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.  Alternatively the timescale may slip.	Risk  Category: Organisational / Management	D. Low	2. Critical	D2	Jon White	The KCC framework has to date supplied a good number of proposals from design teams and architects	Jon White	CLOSED
F5	Specification is changed at a late stage	There is a risk that the specification is changed at a late stage i.e. after the design	Risk	C Low	2 Critical	C2	Nichola Reay & Jon White	There will be clear and detailed communication regarding the design throughout the design phase with all those whose input is	Jon White	Open

	Applies during the Development and Delivery stages	that is to be taken forward has been costed and that costing has been agreed. This could result in the development costing more than originally planned and a delay in delivery of the project.	Category: Organisational / Management					required. The risks of changing the design after it has been costed and agreed will be made very clear from the outset.		
F6	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 delayed while new specialists 'get up to speed'.	Risk  Category: Organisational / Management	D. Low	3. Marginal	D3	Nichola Reay & Jon White	The approach will be to appoint consultants 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.	Project board	Open

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<b>Development and Delivery stages</b>										
F7	Technical challenges related to the building and / or site  <i>Applies during the Development and Delivery stages</i>	Surveys required for the project may reveal technical challenges related to the site	Risk  Category: Technical	To be determined once surveys have been obtained	To be determined once surveys have been obtained	TBD	Nichola Reay & Jon White	Surveys to date show few signs of major issues.  Project has a contingency to cover any additional costs.	Jon White	CLOSED  Surveys complete risks mitigated
F8	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	Nichola Reay & Jon White	The design team will liaise closely with development control, planners and the sustainability manager throughout the project.	Project board	Open
F9	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 as it progresses. This could lead to re-design or compromise 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 community. Alternatively, changes could improve the outcome.	Risk  Category: Technical	D. Low	2. Critical	D2	Nichola Reay & Jon White	Consultation and engagement of local groups and people is already underway. Any concerns about the design will be regularly discussed and resolved and clear explanations given. This risk will be carefully monitored and managed to ensure the best and most cost effective outcome within the budget available.	Project board	Open

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<b>Delivery stage</b>										
G1	Adverse / freak weather conditions  <i>Applies during the Delivery stage</i>	Adverse weather conditions could disrupt and delay progress with building work. This could jeopardise the timely delivery of the project and delay the benefits that it is expected to deliver. Delays could also impact cash flow.	Risk  Category: Environmental	D. Low	3. Marginal	D3	Jon White	The progress of the project will be monitored closely against the project timeline / plan so that officers will be aware of any potential issues at an early stage.  Adequate contingency to be allowed in the cost plan.	Jon White	Open
G2	The budget for the design and construction (delivery) phase of the project is exceeded  <i>Applies during the Delivery stage</i>	There is a risk that this budget will not be sufficient to meet all the costs of this phase of the project.	Risk  Category: Financial	C. Significant	2. Critical	C2	Jon White	Contingency to be built into the budget.  Any funding shortfall will be closed by value engineering the project.	Jon White	Open

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<b>Delivery stage</b>										
G6	Trespassers or vandalism to work in progress (during site preparation or construction phase) a) Trespassers who could occupy the site b) Trespassers who pass through the site c) Vandalism to work in progress  <i>Applies during the Delivery stage</i>	a) There is a risk that the site could be occupied by trespassers and that they could take a long time and much legal time and cost to remove from the site. If this risk occurs this could jeopardise the timely delivery of the project and delay the benefits that is it expected to deliver. Delays could also impact cash flow. There is also likely to be much publicity if the site was to be occupied by trespassers and this could detract from the positive aspects of the project. b) Trespassers 'passing through' the site could present issues for H&S c) There is a risk of vandalism to work in progress which could result in work having to be re-done or repaired resulting in additional cost or delay to the project	Risk  Category: Technical	D. Low	3. Marginal	D3	Jon White	Trespassers are very unlikely on this site but the contractor will be asked to ensure that the site and work in progress is secure.	Jon White	Open
G7	Archaeology  <i>Applies during the Delivery stage</i>	There is a risk that archaeological issues could delay or even prevent the development of the site. Alternatively higher costs could result.	Risk  Category: Technical	E. Very Low	2. Critical	E2	Jon White	No archaeological issues are anticipated on the site following a desktop survey however a watching brief has been requested..	Jon White	Open
G8	Difficulties in obtaining any specialist materials  <i>Applies during the Delivery stage</i>	There is a risk that it may be difficult to obtain specialist materials. If this risk occurs there could be a delay to the project and ultimately additional costs could be incurred.	Risk  Category: Technical	D. Low	2. Critical	D2	Jon White	The project will ensure that the design team is aware of this risk and that it is taken into account at the design stage.  Long lead in items will be purchased up front.	Jon White	Open

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<b>Delivery stage</b>										
G9	Poor standard of workmanship <i>Applies during the Delivery stage</i>	There is a risk of a poor standard of workmanship during construction works and fitting out of the new Community Centre This could lead to a building of poor quality that could require remedial works and repair, incurring additional cost. Delays could also result.	Risk  Category: Technical	C. Significant	2. Critical	C2	Jon White	The procurement process should ensure that reliable and appropriately qualified and experienced contractors are appointed. Workmanship standards will be specified and monitored.	Jon White	Open
G10	Ecology  Applies during the Delivery stage	There is a risk that ecology issues (for example protected flora and fauna is found on the site) could delay or even prevent the development of the site.	Risk  Category: Technical	F. Almost Impossible	3. Marginal	F3	Jon White	Ecology reports have been done and these have confirmed there are no ecological issues.	Jon White	CLOSED

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<b>Operational / business as usual stage</b>										
H1	Environmental aspects of the design do not perform as expected (e.g. building is too hot or too cold etc.) <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that the environmental aspects of the building design will not perform as expected. This could result in the building being uncomfortable e.g. too hot or too cold and could impact upon the visitor experience and cause difficulties for staff.	Risk  Category: Environmental	D. Low	3. Marginal	D3	Nichola Reay & Jon White	The Design team will ensure that the appropriate standards are met. The environmental performance of the building will be monitored and PWTC will attempt to hit the highest standards expected including the potential use of solar panels, PIR lighting, rainwater harvesting and other environmentally sustainable technologies.	Jon White and Jon White	Open
H2	Building exceeds planned energy consumption <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that the building will not meet targets for energy consumption. If this risk occurs costs for running the Centre are likely to exceed the budget and as a result savings may have to be made elsewhere, possibly having an adverse impact upon the quality the building or the resources offered	Risk  Category: Environmental and Financial	D. Low	3. Marginal	D3	Nichola Reay & Jon White	There will be clear and detailed planning during the development phase of the project. The project presents the opportunity to design systems that are sustainable, efficient and that can also be effectively controlled and monitored.	Jon White and Jon White	Open
H3	The costs of running the Centre escalate beyond those forecast <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that the costs of running the Centre, including premises costs, utilities, staff costs escalate beyond those forecast If this risk occurs it may result in the town council having to subsidise the Centre	Risk  Category: Financial	C. Significant	2. Critical	C2	Nichola Reay & Jon White	An early stage business case and budget has already been developed and this will be refined and monitored very closely as the project develops.	Jon White & Nichola Reay	Open

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<b>Operational / business as usual stage</b>										
H4	Café & lettings revenue does not achieve expected levels  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that predicted income from the café and lettings does not achieve the targets that have been built into the business plan and budgets, or is slow to build. If this risk occurs there could be shortfall in the income required to run the new centre and this could impact on the town council budget.	Risk  Category: Financial	C. Significant	2. Critical	C2	Nichola Reay & Jon White	The café has been included in the early stage budgets and business plan and will be refined as the project is developed. The advice of a catering consultant has been obtained to ensure that plans are as realistic as possible and achievement against targets will be monitored closely.  Where no firm contracts exist that will provide a reliable income, the business plan and budget will be based on a gradual build-up of income.  PWTC will competitively tender the lease to the pre-school to ensure best value is achieved and maximises the income from the school.	Jon White Nichola Reay	Open
H5	Targets for the number of visitors to the Centre is not achieved  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that targets for the number of visitors to the Community Centre are not achieved. This could be caused by failure to engage local people & groups. If this risk occurs there could be a financial impact on income from the café and the Centre may fail to meet key targets for access.	Risk  Category: Financial	D. Low	2. Critical	D2	Nichola Reay & Jon White	Early engagement with user groups is being carried out to ensure the space meets the needs of local groups	Project board	Open
H6	Key tenants do not continue to rent space in the centre  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that key tenants will not continue to rent space in the Centre. This could lead to implications for the finance to run the Centre and also the quality of the offering.	Risk  Category: Financial	C. Significant	2. Critical	C2	Nichola Reay & Jon White	Appropriate legal agreements will be put in place that will provide a degree of certainty. If a key tenant leaves the centre at a point in the future alternative partners will be sought and as the space will be flexible it will be possible to reconfigure areas for other activities (including fee paying) as required	Project board	Open
H7	Inadequate maintenance budgets for the upkeep of the building  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that the future budgets for the maintenance of the building will not be sufficient. This could lead to deterioration in the building and in the visitor experience. This could result in a fall in the audience numbers and income from the café and ultimately the project would fail to deliver all the benefits identified.	Risk  Category: Financial	C. Significant	2. Critical	C2	Nichola Reay & Jon White	A management and maintenance plan will be developed alongside detailed and realistic budgets.	Project board	Open



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<b>Operational / business as usual stage</b>										
H8	Maintenance responsibilities are unclear  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that roles and responsibilities for the maintenance of the Community Centre will be unclear. This could lead to deterioration in the building and in the visitor experience. This could result in a fall in the users and income from the café and ultimately the project would fail to deliver all the benefits identified.	Risk  Category: Legal	E. Very Low	2. Critical	E2	Nichola Reay & Jon White	It is anticipated that a village hall management company will have responsibility for the whole site. Key tenants will enter into legal agreements with the charitable organisation so that responsibilities for maintenance are clear.	Village Hall Management Company	Open
H9	Health and safety infringements or incidents / Injury or claim by a member(s) of the public  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk of health and safety infringements or incidents. These could lead to injury to members of the public and claims for compensation or the prosecution of staff. This could result in serious legal and financial outcomes and have an adverse impact upon the ability of the Council to deliver the benefits of the Community Centre and could result in reputational damage.	Risk  Category: Organisational/ Management and Legal / Regulatory	D. Low	2. Critical	D2	Nichola Reay & Jon White	The Council takes health and safety responsibilities very seriously and full procedures and checks will be in place. Staff will receive necessary training.	Town Council and or Village Hall Management Company	Open
H10	Staff could prove to be insufficient to handle the management of the Community Centre  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that the charity staff could prove to be insufficient in number or not have the necessary skills or knowledge to successfully manage a community centre	Risk  Category: Organisational/ Management	D. Low	2. Critical	D2	Nichola Reay & Jon White	Centre likely to be run by Village Hall Management Company and overseen by PWTC.  Village Hall Management Company to ensure necessary training is given to its members	Village Hall Management Company overseen by PWTC	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)
<b>Operational / business as usual stage</b>										
H11	Users not as diverse as planned and target communities not reached  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that users may not be as diverse as planned and some target communities may not be reached. This could lead to weakening of community ownership and support.	Risk  Category: Social	C. Significant	3. Marginal	C3	Nichola Reay & Jon White	A detailed user plan could be developed based on consultation, outreach and analysis of data around the expected users of the services and identification of groups who are not currently well represented as 'users'.	Project board	Open
H12	Demand outstrips supply for activities  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that demand for lettings may exceed the supply i.e. the community centre could be extremely popular and unable to cope with demand. This could lead to frustrated expectations, lost opportunity and reputational damage	Risk  Category: Social	C. Significant	3. Marginal	C3	Nichola Reay & Jon White	The community Centre will provide new spaces with excellent flexible capacity and should demand exceed supply the council could consider extending the facility subject to a robust business plan to do so.	Project board	Open

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<b>Operational / business as usual stage</b>										
H13	Major plant or equipment failures  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is the risk of major plant or equipment failure. This could result in forced closure or emergency repair. If closure is required for any length of time this could result in a fall in the usage and income from the café.	Risk  Category: Technical	E. Very Low	2. Critical	E2	Nichola Reay & Jon White	A maintenance plan will be developed which will include the appropriate contracts for cyclical, contractual and reactive maintenance of the plant and equipment to ensure that the risk of major plant or equipment failure is kept to a minimum.	Project board	Open
H14	Access, environmental or other performance does not meet succeeding generations of standards  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk that overtime, access, environmental or other performance does not meet succeeding generations of standards.	Risk  Category: Technical	D. Low	3. Marginal	D3	Nichola Reay & Jon White	The Design team will be required to ensure that the community centre is future proofed as far as is possible, particularly in respect of environmental and energy performance standards.	Project board	Open
H15	IT – system damage or failure  <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk of damage or failure to the IT system. If this risk occurs any digital systems may not function this could have an adverse impact on lettings	Risk  Category: Technical	D. Low	2. Critical	D2	Nichola Reay & Jon White	IT Support contracts to be put in place	Project board	Open
H16	Vandalism or damage to the building <i>Applies during the 'operational' / 'business as usual' stage</i>	There is a risk of vandalism or damage to the buildings. This could cause part closure of the building and incur repair costs. It could also have an adverse impact on lettings	Risk  Category: Technical	D. Low	3. Marginal	D3	Nichola Reay & Jon White	The Design team will be required to design in safety and supervision features to the building CCTV will continue to be used appropriately.	Project board	Open