

Risks

Risks

00001 Costs exceed the budget available

Description	Project costs increase over the course of the project and exceed the funding available
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	C3
Mitigating Action	<ul style="list-style-type: none"> • Cost reviews at RIBA stage 2, 3 and pretender • Manage scope • Manage quality expectations • Consider alternatives for value engineering as the design progresses
Mitigation Strategy	Avoidance
Risk Category	Economic/Financial/Market
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/03/2026
Residual Risk Likelihood & Impact	C3
Owners	Mike Jones & Paul Jackson

00002 Project timescales are exceeded

Description	The timescales for the project are very tight and there is no float in the current programme.
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	C3
Mitigating Action	<ul style="list-style-type: none"> • Resource the project adequately to complete the milestones as planned • Identify potential delays early and escalate/look for workarounds • Changes to funding with DCC funds drawn down at the end of the programme to create some provision post LUF funding
Mitigation Strategy	Avoidance
Risk Category	Economic/Financial/Market
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/03/2026
Residual Risk Likelihood & Impact	C3
Owners	Mike Jones, Sian Price & Kimberley Mason

00003 Survey findings affect cost and timescales

Description	The surveys for St Peter's Square are predominantly completed, and there is nothing of immediate concern
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	C3
Mitigating Action	<ul style="list-style-type: none"> • Complete any outstanding surveys that may be required • Survey results to Contractor for detailed design • Further surveys carried out as required at RIBA 3
Mitigation Strategy	Avoidance

Risk Category	Technical/Operational/Infrastructure
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/12/2024
Residual Risk Likelihood & Impact	D4
Owners	Paul Hughes

00004 Quality aspirations of key stakeholders are not met

Description	<ul style="list-style-type: none"> • Consultation with key stakeholders at RIBA 2 has identified their quality aspirations in terms of material choice • May be challenging to provide the whole scheme to the expected quality standards
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	B3
Mitigating Action	<ul style="list-style-type: none"> • Manage project scope in order to achieve quality expectations • Ongoing consultation with key stakeholders through the detailed design phase
Mitigation Strategy	Reduction
Risk Category	Organisational/Management/Human Factors
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	30/05/2025
Residual Risk Likelihood & Impact	C3
Owners	Mike Jones & Paul Hughes

00005 Historical remains

Description	<ul style="list-style-type: none"> • Ruthin is a medieval town, and the project will include excavation works. • Finding historical remains is likely to impact on project time and cost • Local experts have advised that historical remains are likely to be found as the project is progressed. • GPR survey has not identified anything of significance, but the risk related to historical features being found during the construction phase remains.
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	B3
Mitigating Action	<ul style="list-style-type: none"> • Early consultation with CPAT and DCC's conservation officer • Local experts to be consulted at RIBA 3 to identify likely areas, and review of design to limit excavation depths where practical • Archaeological watching brief has included within the costs- need to target the area's most likely to contain historical remains
Mitigation Strategy	Acceptance
Risk Category	Environmental
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same

Risk Closure Date	27/02/2026
Residual Risk Likelihood & Impact	C3
Owners	Paul Hughes & Mike Jones

00006 Cabinet approval RIBA 2

Description	<ul style="list-style-type: none"> The scheme is due to be signed off by Cabinet at RIBA 2, and a summary of the recent public consultation will be appended to the report. Although the concept designs shared at the public consultation are based on earlier work undertaken by the Town Council, as part of the Ruthin Futures Town Planning, there is an awareness that the scheme may not be universally accepted by all Ruthin residents and businesses. An external consultant has been engaged to support the engagement work to provide some independence to the findings. If there appears to be overriding negativity for the proposed scheme Cabinet may choose not to sign off the project which would result in project and programme delays
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	C3
Mitigating Action	<ul style="list-style-type: none"> Cabinet will want to know that all residents and businesses have had the opportunity to comment, relative to the number consultation responses that have been received. The following activities related to public awareness been undertaken: <ul style="list-style-type: none"> Public consultation drop in events with Concept designs and visualisations shared Officer attendance at the drop in events to explain the scheme to attendees Door knocking carried out by independent consultant to approximately 200 properties in close proximity to works Letter sent to residents and businesses residing within a 2- mile radius of the clock tower School workshops Questionnaires Consultant analysing and reporting on the data collected, to provide expertise and independence from the delivery team
Mitigation Strategy	Transference
Risk Category	Organisational/Management/Human Factors
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/07/2024
Residual Risk Likelihood & Impact	C3
Owners	Mike Jones & Barry Mellor

00007 Project Scope

Description	<ul style="list-style-type: none"> The scope of the project has been defined and the recent costing exercise showed that it was affordable and could be delivered within the timescales Any increase to the scope has the potential to impact on time and cost and may not be affordable
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	B3
Mitigating Action	<ul style="list-style-type: none"> Scope clearly defined to key stakeholders, relative to their quality aspirations and the funding available Any additional requirements to be carefully considered, and either included through reduced quality aspirations or further funding found. Project team to stay focused on the project deliverables defined and the outputs required- finite project resources Keep sense checking the scope and quality with key stakeholders- early identification of changes required

Mitigation Strategy	Reduction
Risk Category	Organisational/Management/Human Factors
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/03/2026
Residual Risk Likelihood & Impact	D4
Owners	Mike Jones, Sian Price & Kimberley Mason

00008 Public expectation: Inadequate communication

Description	<ul style="list-style-type: none"> • A large number of residents and businesses will be directly affected during the works, and the new town centre layouts. • Equally others who are regular or occasional visitors to the town will also be affected • Communication needs to be timely and appropriate to the needs of those inconvenienced
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	A2
Mitigating Action	<ul style="list-style-type: none"> • Early consultation with those directly affected by the works to understand the impact and potential solutions • Consideration of a liaison person from the contractor to letter drop works information, and coordinate business requirements • Impact workshop at programme level as a number of projects in the town centre and potentially cumulative impacts that will affect access to the town.
Mitigation Strategy	Reduction
Risk Category	Organisational/Management/Human Factors
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/03/2026
Residual Risk Likelihood & Impact	E3
Owners	Sian Price, Kimberley Mason & Kim Waller

00009 Procurement of materials

Description	The lead in time for some of the materials specified may be long, and unmanageable within the construction timescales
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	B2
Mitigating Action	<ul style="list-style-type: none"> • Advance procurement of construction materials in readiness for contractor • Procurement methodology to be considered and secure storage to be identified
Mitigation Strategy	Avoidance
Risk Category	Technical/Operational/Infrastructure
Active?	No
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	30/09/2025

Residual Risk Likelihood & Impact	E4
Owners	Mike Jones, Sian Price & Kimberley Mason
00010 Construction Contractor procurement	
Description	Insufficient contractor interest in the scheme, or tendered costs too high, either of which requires the scheme to be retendered
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	C3
Mitigating Action	<ul style="list-style-type: none"> • Early consideration of procurement route • Early engagement to gauge contractor interest • Independent assessment of pre- tender estimate
Mitigation Strategy	Reduction
Risk Category	Technical/Operational/Infrastructure
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	29/08/2025
Residual Risk Likelihood & Impact	E2
Owners	Mike Jones, Sian Price & Kimberley Mason

00011 Capacity & resources	
Description	<ul style="list-style-type: none"> • The Council has a finite number of people available to delivery projects, and a large number of projects to deliver. • Recent reduction in the number of staff in some key roles associated with project delivery • Potential changes to personnel within project teams
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	A3
Mitigating Action	<ul style="list-style-type: none"> • Careful consideration of the best procurement route- outsource where beneficial and practical to do so • Consideration of how to build capacity in the teams that support project delivery • Maintenance of files for info sharing with key personnel.
Mitigation Strategy	Share
Risk Category	Technical/Operational/Infrastructure
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/03/2026
Residual Risk Likelihood & Impact	D4
Owners	Mike Jones & Emlyn Jones

00012 Ongoing Maintenance of project outputs	
Description	The project will deliver a new layout that will need to be maintained by the highways department of the Council, but without any additional funding.
Date Last Reviewed	19/06/2024

Inherent Risk Likelihood & Impact	A4
Mitigating Action	<ul style="list-style-type: none"> • Highways personnel key consultees in design and delivery of the project • Design out maintenance through construction methodology and choice of materials where possible • Incorporate outstanding maintenance requirements within the scheme where possible for economies of scale
Mitigation Strategy	Avoidance
Risk Category	Technical/Operational/Infrastructure
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/03/2026
Residual Risk Likelihood & Impact	D4
Owners	Mike Jones, Paul Jackson & Andy Clark

00013 Contractor insolvency

Description	<ul style="list-style-type: none"> • Main contractor becomes insolvent during the works contract resulting in works ceasing part way through the contract.
Date Last Reviewed	20/06/2024
Inherent Risk Likelihood & Impact	D1
Mitigating Action	<ul style="list-style-type: none"> • Financial scoring within tender evaluation process • Relatively short contract
Mitigation Strategy	Acceptance
Risk Category	Economic/Financial/Market
Active?	No
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/03/2026
Residual Risk Likelihood & Impact	E1
Owners	Mike Jones & Paul Hughes

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00001 Costs exceed the budget available

Description	Project costs increase over the course of the project and exceed the funding available
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	C3
Mitigating Action	<ul style="list-style-type: none"> • Cost reviews at RIBA stage 2, 3 and pretender • Manage scope • Manage quality expectations • Consider alternatives for value engineering as the design progresses
Mitigation Strategy	Avoidance
Risk Category	Economic/Financial/Market
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/03/2026
Residual Risk Likelihood & Impact	C3
Owners	Mike Jones, Sian Price & Kimberley Mason

00002 Project timescales are exceeded

Description	The timescales for the project are very tight and there is no float in the current programme.
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	C3
Mitigating Action	<ul style="list-style-type: none"> • Resource the project adequately to complete the milestones as planned • Identify potential delays early and escalate/look for workarounds • Changes to funding with DCC funds drawn down at the end of the programme to create some provision post LUF funding
Mitigation Strategy	Avoidance
Risk Category	Technical/Operational/Infrastructure
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	19/06/2024
Residual Risk Likelihood & Impact	C3
Owners	Mike Jones, Sian Price & Kimberley Mason

00003 Survey findings affect cost and timescales

Description	The surveys for Cae Ddol are predominantly completed, and there is nothing of immediate concern
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	C3
Mitigating Action	<ul style="list-style-type: none"> • Complete any outstanding surveys that may be required • Survey results to Contractor for detailed design • Further surveys carried out as required at RIBA 3
Mitigation Strategy	Avoidance

Risk Category	Technical/Operational/Infrastructure
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	30/08/2024
Residual Risk Likelihood & Impact	D4
Owners	Paul Hughes

00004 Quality aspirations of key stakeholders are not met

Description	<ul style="list-style-type: none"> • Consultation with key stakeholders at RIBA 2 has identified their quality aspirations in terms of material choice • May be challenging to provide the whole scheme to the expected quality standards
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	C3
Mitigating Action	<ul style="list-style-type: none"> • Consultation with key stakeholders at RIBA 2 has identified their quality aspirations in terms of material choice • May be challenging to provide the whole scheme to the expected quality standards
Mitigation Strategy	Reduction
Risk Category	Technical/Operational/Infrastructure
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	30/08/2024
Residual Risk Likelihood & Impact	D4
Owners	Mike Jones & Paul Hughes

00006 Statutory approvals

Description	<ul style="list-style-type: none"> • Planning permission is required for the Pump track. • Cadw and NRW are statutory consultees who need to review and approve the project from their perspective as part of the planning process • Ecological impact assessments and the Heritage Impact Assessment also form part of the planning process
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	C1
Mitigating Action	Early and continuous consultation with statutory consultees as part of the design and preplanning process. Commission heritage and green infrastructure risk assessments, and any modelling required by NRW.
Mitigation Strategy	Avoidance
Risk Category	Legal & Regulatory
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/12/2024
Residual Risk Likelihood & Impact	D2

Owners	Paul Hughes
00007 Cabinet may not approve the project at RIBA 2	
Description	<ul style="list-style-type: none"> The scheme is due to be signed off by Cabinet at RIBA 2, and a summary of the recent public consultation will be appended to the report. Although the concept designs shared at the public consultation are based on earlier work undertaken by the Town Council, as part of the Ruthin Futures Town Planning, there is an awareness that the scheme may not be universally accepted by all Ruthin residents and businesses. An external consultant has been engaged to support the engagement work to provide some independence to the findings. If there appears to be overriding negativity for the proposed scheme Cabinet may choose not to sign off the project which would result in project and programme delays
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	C3
Mitigating Action	<ul style="list-style-type: none"> Cabinet will want to know that all residents and businesses have had the opportunity to comment, relative to the number consultation responses that have been received. The following activities related to public awareness been undertaken: <ul style="list-style-type: none"> Public consultation drop in events with Concept designs and visualisations shared Officer attendance at the drop in events to explain the scheme to attendees Door knocking carried out by independent consultant to approximately 200 properties in close proximity to the St Peter's Square and Cae Ddol works Letter sent to residents and businesses residing within a 2- mile radius of the clock tower School workshops Questionnaires Consultant analysing and reporting on the data collected, to provide expertise and independence from the project team
Mitigation Strategy	Transference
Risk Category	Organisational/Management/Human Factors
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/07/2024
Residual Risk Likelihood & Impact	C3
Owners	Mike Jones & Barry Mellor

00008 Project Scope	
Description	<ul style="list-style-type: none"> The scope of the project has been defined and the recent costing exercise showed that it was affordable and could be delivered within the timescales Any increase to the scope has the potential to impact on time and cost and may not be affordable
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	B4
Mitigating Action	<ul style="list-style-type: none"> Scope clearly defined to key stakeholders, relative to their quality aspirations and the funding available Any additional requirements to be carefully considered, and either included through reduced quality aspirations or further funding found. Project team to stay focused on the project deliverables defined and the outputs required- finite project resources Keep sense checking the scope and quality with key stakeholders- early identification of changes required
Mitigation Strategy	Reduction
Risk Category	Economic/Financial/Market
Active?	Yes
Key Risk?	Yes

Corporate Risk	Yes
Trend	Same
Risk Closure Date	13/02/2026
Residual Risk Likelihood & Impact	D4
Owners	Mike Jones, Sian Price & Kimberley Mason

00009 Public expectation - inadequate communication

Description	<ul style="list-style-type: none"> Users of the park and residents and businesses will be directly affected during the works, and the changes made within the park Communication needs to be timely and appropriate to the needs of those inconvenienced
Date Last Reviewed	18/06/2024
Inherent Risk Likelihood & Impact	B3
Mitigating Action	<ul style="list-style-type: none"> Early consultation with those directly affected by the works to understand the impact and potential solutions Letter drops with works information to neighbouring residences and businesses Impact workshop at programme level as a number of projects in and around the town centre and potentially cumulative impacts that will affect use of different areas.
Mitigation Strategy	Reduction
Risk Category	Organisational/Management/Human Factors
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/03/2026
Residual Risk Likelihood & Impact	E3
Owners	Sian Price & Kimberley Mason

00010 Construction contract procurement

Description	Insufficient contractor interest in the scheme, or tendered costs too high, either of which requires the scheme to be retendered
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	D1
Mitigating Action	<ul style="list-style-type: none"> Early consideration of procurement route Early engagement to gauge contractor interest Independent assessment of pre- tender estimate
Mitigation Strategy	Reduction
Risk Category	Strategic/Commercial
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/07/2025
Residual Risk Likelihood & Impact	D1
Owners	Paul Hughes & Mike Jones

00011 Capacity & resources

Description	<ul style="list-style-type: none"> The Council has a finite number of people available to delivery projects, and a large number of projects to deliver. Recent reduction in the number of staff in some key roles associated with project delivery Potential changes to personnel within project teams
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	A3
Mitigating Action	<ul style="list-style-type: none"> Careful consideration of the best procurement route- outsource where beneficial and practical to do so Consideration of how to build capacity in the teams that support project delivery Maintenance of files for info sharing with key personnel.
Mitigation Strategy	Share
Risk Category	Technical/Operational/Infrastructure
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	27/02/2026
Residual Risk Likelihood & Impact	D4
Owners	Mike Jones

00012 Ongoing maintenance of project outputs

Description	<ul style="list-style-type: none"> The project will deliver a new layout that will need to be maintained by the highways department of the Council, but without any additional funding.
Date Last Reviewed	19/06/2024
Inherent Risk Likelihood & Impact	B4
Mitigating Action	<ul style="list-style-type: none"> Highways personnel key consultees in design and delivery of the project Design out maintenance through construction methodology and choice of materials where possible Incorporate outstanding maintenance requirements within the scheme where possible
Mitigation Strategy	Avoidance
Risk Category	Technical/Operational/Infrastructure
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	26/02/2026
Residual Risk Likelihood & Impact	D4
Owners	Mike Jones & Paul Hughes

00013 Outputs and Benefits

Description	<ul style="list-style-type: none"> There are project outputs that the project needs to deliver, and a vision of how the park should be developed. The design needs to ensure that the elements included meet the outputs and deliver against the long-term vision. There is uncertainty regarding improvements to the toilet block, due to the current review of toilet provision.
Date Last Reviewed	20/06/2024

Inherent Risk Likelihood & Impact	A3
Mitigating Action	<ul style="list-style-type: none"> • Check the required output is within the design at each RIBA stage. • Early discussion with Programme Manager if any output is unachievable
Mitigation Strategy	Reduction
Risk Category	Legal & Regulatory
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/03/2026
Residual Risk Likelihood & Impact	A3
Owners	Mike Jones & Paul Hughes

00014 Contractor insolvency

Description	Contractor becomes insolvent during the course of the contract, time and cost implications for the project
Date Last Reviewed	20/06/2024
Inherent Risk Likelihood & Impact	D1
Mitigating Action	<ul style="list-style-type: none"> • Financial assessment of tender submissions • Relatively short contract
Mitigation Strategy	Reduction
Risk Category	Economic/Financial/Market
Active?	Yes
Key Risk?	Yes
Corporate Risk	Yes
Trend	Same
Risk Closure Date	31/03/2026
Residual Risk Likelihood & Impact	E2
Owners	Mike Jones & Paul Hughes