

South Kesteven District Council Report to Finance and Economic Oversight and Scrutiny Committee:
19th September 2023

Grantham High Street Heritage Action Zone Programme Update – Appendix A: Programme Risk Register

No.	Date risk recorded	Risk	Likelihood	Impact	Risk rating L x I	Mitigation	Who is responsible for managing this risk?	Date risk last reviewed	Status and updates
1	01/05/2020	SKDC or Historic England withdraw funding/ support for project resulting in end of scheme	1 Remote	5 Extreme / Catastrophic	5	Regular reporting of performance, targets met and beneficial impact of the scheme to Grantham to the council via Project board and reports to relevant Oversight and Scrutiny Committees	Project officer	28/07/2023	
2	01/05/2020	Staff Changes at SKDC impact project delivery	3 Possible	3 Moderate	9	Regular and early communication about any staff changes to allow contingency to be put in place/ insure comprehensive handover to new staff.	Head of Economic Development/ Project officer	28/07/2023	Some additional capacity to support delivery of the scheme is now in place due to the appointment of a project support officer within the Economic Development team. However, the number of staff within the Economic Development Team on Fixed Term contracts will continue to pose a risk to staff continuity.
3		Covid-19 restrictions increase, or lifting of restrictions is delayed	1 Remote	3 Moderate	3	Plan contingency activity to ensure compliance with regulations, regular monitoring of updates and changes to regulations.	Project officer	28/07/2023	No restrictions are in place or proposed to be introduced, however vulnerable people may still be hesitant to gather with others
4	01/05/2020	Lack of interest/ engagement from property owners re. shopfront regeneration/ buildings grants	1 Remote	4 Major	4	Ensure early and continued engagement with property owners to inform about the scheme and highlight the benefits.	Project Officer	28/07/2023	There are sufficient projects underway to ensure full expenditure of grant funds for capital projects.

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5	01/05/2020	Lack of interest/ engagement in community engagement and consultation activity	3 Possible	3 Moderate	9	Work with colleagues within Economic Development team and key partners to make use of all existing contacts and routes to community organisations. Create an effective marketing and promotion strategy. Ensure the programme is diverse in its focus to create broad appeal. Community Engagement plan to be reviewed	Project officer	28/07/2023	Project support officer will assist in delivering community engagement activities to bolster that area of project delivery.
6	01/03/2021	Construction costs rising above inflation	4 Probable	3 Moderate	12	Costs to be monitored thorough out programme delivery and grant adjustments made if necessary	Project officer	28/07/2023	Construction costs continue to be much higher than pre-covid levels. Rapidly rising energy costs, the weak pound, and the Ukraine conflict is expected to contribute to this.
7	01/05/2020	Tender returns for main contractors are higher than current budgetary allowances	4 Probable	3 Moderate	12	Early engagement of owners in capital schemes and cost estimate prepared by Quantity Surveyor in advance of full application.	Project Officer	28/07/2023	Tenders returned for work under the shopfront scheme have been significantly higher than in previous years which has resulted in projects being dropped from the programme as the level of grant funding did not make them viable for the applicants to proceed. To mitigate this, we have negotiated with property owners and amended the grant scheme to make it possible to take some projects forward to delivery.

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8	01/05/2020	Unforeseen site discoveries such as archaeology, fabric in worse condition than expected, ecology, hazardous materials etc. resulting in project delay or increased costs	3 Possible	3 Moderate	9	Private owners encouraged to allow for contingencies for these types of discoveries common with historic buildings and grant levels to be reviewed as necessary	Project officer	28/07/2023	
9	01/05/2020	Slippage in programme leading to delays and increased cost/ or project underspend	5 Highly Probable	3 Moderate	15	Detailed programme to be worked out during full application stage incorporating satisfactory development time for each area of work. Delivery schedules to be regularly monitored and any slippage resolved at an early stage.	Project officer	28/07/2023	Programme slippage continues to be an issue - largely linked to contractor availability and materials shortages. As new projects receive a finalised grant award, they will be encouraged to begin ordering materials as soon as possible. Applicants are requested to include timeframe for delivery as part of their contractor procurement.
10	01/05/2020	Lack of availability of suitably qualified contractors available to tender for/ complete projects	4 Probable	3 Moderate	12	Project officer to work with project architects and other specialists as necessary to identify suitably qualified contractors. If necessary, will work with the communications team to raise awareness of opportunities to tender.	Project officer	28/07/2023	Difficulty in tendering and low availability of contractors is being reported nationally and locally. This is echoed by the higher-than-normal number of planning applications and listed building consents currently being processed by the planning team. Contractor shortage continues to be a significant issue within the scheme. Some contractors are withdrawing from proposed schemes as they are not able to commit to additional work within the timeframes allotted due to staff/ skills shortages.

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11	01/05/2020	Lack of communication between SKDC and project board	2 Unlikely	4 Major	8	Continue with regular meetings and reporting	Project officer	28/07/2023	<p>The project board membership has been altered to reflect the new council membership following the District Council Elections.</p> <p>A programme of town tours delivered by the Project Officer will give greater context and understanding of the scheme to interested Councillors.</p>
12	25/03/2020	Proposals for 'Grantham Active Travel Zone' impact on the regeneration of the marketplace, by potentially increasing traffic flow through the marketplace and traffic congestion on Wide Westgate	1 Remote	4 Major	4	Senior officers of relevant bodies are in regular discussion about traffic management ambitions in Grantham.	SKDC Chief exec	28/07/2023	Extensive discussions are ongoing with relevant partners to appropriate treatment of key spaces such as the Market Place