

**St Paul's Regeneration Project, Cheltenham  
Risk Register**

**Appendix A**

Item	Implications and Weighting	Risk Allocated To	Timing	Proposed Action(s)	Status
Risks associated with doing nothing in St Paul's	<p>High risk</p> <p>2010 Decent homes target missed</p> <p>Existing social , economic and environmental problems in the area persist and worsen</p> <p>Crime and anti-social behaviour issues worsen</p> <p>Continued impact on local property values and perceptions of the area</p> <p>High management and maintenance costs impact on quality of services to other areas</p>	CBC/CBH		Doing nothing is not considered to be an acceptable or viable option.	Open
Staffing resources to implement project	<p>High risk</p> <p>Limited dedicated officer resource within CBC</p>	CBC/CBH	Jan 2007	<p>The success of the project is dependent on cross-subsidy between market/shared ownership sale of new/existing housing to help fund transformational improvement works and new build affordable housing</p> <p>Identify preferred delivery partner(s)</p>	Open

				and procurement route and report to Cabinet by Apr 2007	
Additional demand placed upon the Housing needs register	<p>Medium Risk</p> <p>With the need to rehouse approximately 40 households there is a risk that other applicants who have been accepted as homeless will spend longer periods of time in bed and breakfast/temporary accommodation. This will be in breach of the Council's statutory duty to ensure that families spend no longer than 6 weeks in B+B and may prevent the Council from reaching its targets of reducing the numbers in temporary accommodation by 50% by 2010.</p>	CBC		<p>The decanting of the residents will be carefully project-managed and decants will take place incrementally.</p> <p>There has already been an amendment to the current housing allocations policy to authorise officers to allocate as it is deemed necessary to ensure that housing allocations are balanced to meet various statutory and developmental needs.</p>	Open
Securing DCLG consent to demolish and redevelop	Low risk	CBC/CBH	January 2007	The level of demolition proposed is not likely to be refused consent.	Open
Delay in Cabinet resolution to proceed, leading to damaged reputation with St Paul's residents and wider community	<p>Medium risk</p> <p>Significant effect on overall project timescale</p>	CBC/CBH	December 2006	<p>Ensure report finalised on time – review project timetable in event of slippage</p> <p>Early involvement of consultees – initial report with more radical proposals already considered by Cabinet (Dec 2005)</p>	Open
	Medium risk	CBC	On-going	The decanting of the residents will be	Open

<p>Delay in decanting existing residents</p> <p>+ reputation risk – unsatisfactory alternative accommodation found/ further compensation .</p>	<p>Possible delay in commencing works.</p> <p>Negative publicity until issues resolved</p>	<p>Community Services/CBH</p>	<p>over life of project (anticipated at least four years)</p>	<p>project managed and decants will take place incrementally.</p> <p>Housing allocations policy already amended to authorise officers to allocate as it is deemed necessary to ensure that housing allocations are balanced to meet various statutory and developmental needs.</p> <p>CBC has not been offering permanent lets in respect of properties in St Paul's for some months. Decanting process will be accelerated if Cabinet approval is given, although this will depend partly on agreement in respect of phasing of redevelopment.</p>	
<p>Ground conditions/contamination</p> <p>Council's liability as landowner if found to be contaminated.</p>	<p>Medium risk</p> <p>CBC risk which could affect land value and project economics</p>	<p>CBC/CBH/ selected development partner</p>		<p>Early sample investigation required by CBH to determine whether there are any adverse ground conditions/contamination risks</p>	<p>Open</p>
<p>Site security</p>	<p>Medium risk</p>	<p>CBH</p>	<p>On-going</p>	<p>Costs incorporated in project appraisal and can be met from decent homes funding.</p>	<p>Open</p>
<p>Requirement for acquiring and moving electricity sub station and connections.</p>	<p>Low risk</p> <p>Not acquiring/moving sub-station and connections could affect the site layout.</p> <p>Medium Risk.</p>	<p>CBC/CBH/ selected development partner</p>		<p>Early consultation with Central Networks</p>	<p>Open</p>
<p>Requirement for site</p>	<p>Aquila to undertake re-</p>	<p>CBC/CBH/Dev</p>	<p>Apr 2007</p>	<p>Early consultation with Aquila.</p>	<p>Open</p>

cabling to be removed/re-routed.	routing/removing cabling as required.	partner			
Unplanned delay in acquiring privately owned interests  Cost of compensation/disturbance/ compulsory purchase, including public inquiry in the event of unresolved objections	Medium risk  Possible delay in commencing works and could seriously affect implementation if objections were to be sustained at public inquiry	CBC/BHG	April 2007 onwards	Early valuations required.  Compulsory purchase resolution needed.  Identified budget for acquisition by negotiation.	Open
Risk of asbestos type/location/cost of removal	Low risk  Could adversely affect demolition costs	CBC/CBH	2006	CBH to carry out early investigation with specialist consultant and asbestos removal company.  Experience of previous works at Canada and Musicians blocks, Sochi Court, India and Pakistan houses etc.  Demolition costs can be funded from monies allocated for decent homes work	Survey completed – results link to CBH property database
Planning permission The extent of the project is not currently anticipated by the local plan and may need to be considered in the context of the emerging Local Development Framework process to give assurance to the	High Risk  Any significant delay in gaining planning permission would jeopardise the project timetable and this could have a serious impact on both costs and reputation of CBC and CBH	CBC/CBH	Outline planning approval to be sought during 2006	Early and continuous liaison with CBC strategic planning and development control, to ensure conformity with local planning framework	Open

likelihood of compulsory purchase action success.					
S106 Obligations	<p>Low Risk</p> <p>Potential impact on financial case for re-development depending on scope of requirements.</p>	CBC		<p>CBC to instigate early investigations into requirements and facilitate early agreement.</p> <p>Applicable requirements: Education, Playspace, Highways, Affordable Housing, Public art</p>	Open
Underground services - Severn Trent.	<p>Medium Risk</p> <p>Significant impact on scheme design, particularly with regard to revised road layout and location of footings for new buildings.</p>			<p>Early contact with Severn Trent and other statutory undertakers to establish requirements followed by detailed discussions as soon as scope of project is agreed.</p>	Open
Possible change to assessed housing density/numbers/mix	<p>High Risk</p> <p>Significant impact on density, which may have a knock on effect on planning permission.</p> <p>Risk is partly dependent on:</p> <ul style="list-style-type: none"> <li>➤ Severn Trent.</li> <li>➤ Planning requirements.</li> <li>➤ Housing Needs Register.</li> </ul>	CBC/CBH		<p>Early consultation with planning department, Ward Councillors, existing residents etc.</p>	Open
Footpaths	Low Risk	CBC/CBH	January 2007	<p>Early instruction to legal to instigate process of identification of rights of</p>	On-going

Stopping up / temporary closure timing.	Any delay could impact on the agreed phased development project plan.			way in conjunction with land acquisition process.	
Title Searches	Low risk  Delay in would have knock on effect on ability to finalise contracts.	CBC/CBH	January 2007	Establish scope of any title issues to minimise future timing risks when land transfers are required to progress project	Timing issue
Land valuation / agreement on partnering arrangements	Medium risk	CBC/CBH	On-going	Secure Cabinet approval for project phases once detailed financial implications confirmed  Project costs will inevitably vary over the lifetime of the scheme which is likely to be at least five years	Timing issue – valuations must be within 3 months of any land transfer to confirm that best consideration has been achieved  Issues relating to the disposal process and the structure of the development agreements to ensure the Council receives best consideration